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• In the Record •

The Doctrine of Completed Work

The proper delegation of authority is one of the most important duties of the executive. Failure to delegate leaves the executive with a greater work load than he can handle, and often affects the work efficiency of all the men under him. Most executives recognize this; but they may find that the task they thought they had handed over to someone else is constantly being brought back to them for suggestions and assistance. They personally must cover every detail and constantly make decisions as the project progresses.

Some companies have attempted to change this situation by adopting a "completed package" approach to delegation. Under this concept, the subordinate has responsibility for the whole job and only returns to his superior to report on progress and for a final "yes" or "no."

How such a system can be organized, its advantages and disadvantages are thoroughly explored in the article starting on the next page.

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Presupervisory Training

Executive development and supervisory training are emphasized in many companies. Yet, despite these programs, companies may have difficulty in finding qualified men for the initial promotion to a supervisory position. An increasingly popular solution to this problem is the institution of a presupervisory training program. Then when a position opens on the supervisory level, the company has a pool of qualified men from which it can make its selection.

Johns-Manville has been experimenting with such a program in one of its plants for the last three years. It is so satisfied with the results that the program is now being extended to other locations. The story starting on page 461 explains how this company set up its program as well as a detailed coverage of the content of the course.

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Lunchrooms for Executives

When a company provides cafeteria service for all its employees, is there any advantage to separate dining facilities for executives? Or even without a general cafeteria, what does a company gain by providing executive lunchrooms?

Although by no means a common service, many companies feel that special executive lunchrooms are an asset—they save time; they provide an excellent means of entertaining visitors, and they tend to further acquaintanceship among executives in a company.

The story starting on page 464 is based on a survey of twelve companies that have executive lunchrooms. Besides the advantages and possible disadvantages, such problems as cost, patronage and eligibility are carefully covered.

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Development of the New Market Basket

"What's in a market basket?" may sound like an easy question. But it's deceptively so when the basket pertains to a consumer price index. For this basket, made up of fixed quantities of goods and services that are priced each month, is not arrived at by random. Selection of the items that go in the basket involves a complicated process and a lot of work.

The story starting on page 472 shows how the new market basket of the Board's revised consumer price index was derived from the basic data collected by the Bureau of Labor Statistics in its extensive survey of consumer spending in 1950. To make things clear, a hypothetical example has been selected for this story: a market basket for cereal products is derived, step by step, from the basic expenditure data.

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Automobile Allowances for Salesmen

Once you get away from very large cities, a salesman and his car almost automatically go together. It's the most efficient means of transportation when many customers are scattered over a wide area. This means that the company that employs such a sales force must, in most cases, either supply cars for their salesmen or reimburse them for the use of their own cars.

In the annual survey of "Automobile Allowances for Salesmen," the Board reports on the practices of 217 companies—and compares the data with previous years. Not only is ownership preference investigated (company owned, company leased, salesmen owned) but the various methods used to reimburse salesmen are carefully tabulated. The story starts on page 468.

The Doctrine of Completed Work

Some companies feel that the boss who can delegate responsibility to the men under him to do a "whole job" is helping himself as well as the company he works for

MANY A MANAGER runs into trouble because he fails to unload enough of his responsibilities on those who work for him. Often the manager *thinks* he has assigned a job or activity to somebody else—only to find he is still being called upon for advice, suggestions and assistance.

This failure to delegate properly can have many repercussions. Sometimes it throws the operations of a department, or even the whole company, into low gear because the boss is trying to make decisions on so many details that he does not have time to concentrate on the really important matters. Failure to delegate often leaves the executive saddled with a greater load than he can carry. Some feel it may even leave its mark in the form of various ailments, such as ulcers.

The art of delegation does not come easily. The natural thing is to do it yourself. As an example, take the case of the personnel director of a large midwestern metal fabricator. This manager has only four people reporting to him, but he spends so much of his time helping them do their jobs he is not able to carry out his own responsibilities properly.

For example, when the wage and salary supervisor is making an area salary survey, the personnel director goes with him to six of the twenty companies included in the survey. He feels these are the "target" companies and he wants to be in on the salary discussions so he will know exactly what is going on. While the survey is in progress, the personnel director requires a detailed, daily report. When the new ranges have been tentatively set, he personally coordinates them with the department heads concerned. This personnel director has been considering an executive incentive plan for almost a year. However, when the president asks him about it, he explains that he is so busy he has not had time to study the merits of the plan as extensively as he would like.

In another instance, the purchasing manager of a manufacturing plant reports directly to the plant manager. The purchasing manager is constantly dropping in on his superior. He often asks for advice, or he wants the plant manager to give him the go-ahead on some phase of work in progress. The plant manager has a constant line of three or four people outside his office waiting to see him. He frequently comes to the plant on Sundays to "clean things up."

In both of these cases, the principals know they are overworked. Both realize they are not devoting the time they should to anticipation of problems or to planning more than a few days ahead of schedule. But in neither case is the top man able to put his finger squarely on what is wrong. Each, according to his interpretation, is only trying to do his job to the best of his ability.

In such cases, it is obvious that the boss is as much at fault as are his subordinates. The executive allows himself to be drawn into the performance of the work he has delegated. The subordinate is not sure how far he can proceed without going back to touch base.

Essentially, a man to whom work has been delegated can go about the job in one of the two following ways:

- He can continually check back with his boss to get suggestions and to get him to make tentative decisions as the work proceeds.
- He can do his job on his own initiative until he has a complete package to present.

This package approach is similar to the military concept of "completed staff work." The armed services have developed this doctrine to ensure that the line commander makes most effective use of staff subordinates. In essence, it requires that once the staff officer is given a problem, he works it out with the least possible demand upon his superior. When he finally brings the solution to his chief, it is in the form of a complete recommendation to which the commander has only to decide "yes" or "no."

USE IN INDUSTRY AND BUSINESS

Some companies have adapted this doctrine to their own needs, believing that it is an important tool for improving delegation. Frequently, they do not limit it to staff delegation. They apply it to the delegation of work by any supervisor to the people who report to him. This doctrine of completed work presumes that the boss will do a better job if he uses his subordinates, rather than if he lets his subordinates use him. Follow-

ing are some of the cardinal points of this concept as adapted for business and industrial use.[1]

1. Know what is wanted. People who want to do completed work find that they succeed best if they start out knowing exactly what the boss wants. When a manager delegates a task to somebody else, one of the following conditions can be expected to prevail:

- The boss has already defined the problem in his mind. He indicates clearly what he wants, and expects his subordinate to proceed along the line he has laid out.
- The superior has not yet thought through the problem. He may want his subordinate to do some preliminary work or to discuss the matter with him before he is able to crystallize what he requires.

In either case, it is the subordinate's first task to find out exactly what his superior wants and how he wants it. Only then can he proceed.

2. Work out the problem as a whole. Companies that follow the doctrine of completed work often find that subordinates are reluctant to take over the whole responsibility. The more difficult the problem, the more tendency there is to present the work to the boss in piecemeal fashion. As a case in point, Minneapolis-Honeywell encourages engineers to do completed work. Since engineering problems can be very involved, the company helps the engineer grow and accept responsibility through encouraging him to work out the details of a project by himself. The supervisor is constantly available to act as a coach whenever guidance is needed; and the engineer can always consult with other technical personnel. The project, however, continues to remain his own responsibility. It is his package.

In carrying out his task, the subordinate may reach a point where it is imperative for him to find out which of several approaches to follow—a great deal of money or time would be needlessly spent if he explored each alternative. Even at this preliminary stage he is expected to have definite recommendations to present when he goes to his boss for consultation.

At this point it should be emphasized that completed work does not relieve the executive of the responsibilities of supervision. He must keep in close touch with his subordinates so he can train and develop them by discussing the methods they are using and coach them by means which he has found effective. Chance Vought Aircraft, from its experience with the doctrine of completed work, stresses the fact that freedom of discussion on day-to-day problems must be maintained between the superior and the subordinate. However, this does not imply that the executive has to place his seal of approval on the routine actions and decisions of his subordinate. Quite the contrary. Discussing what the subordinate is doing is one thing; riding him closely so as to be in position to tell him whether or not to do it is another.

3. Coordinate plans with those of all concerned. Most problems require that a good many people know about the changes that are being considered. Often other officials will be directly affected and they will want an opportunity to comment and add suggestions.

The doctrine of completed work places considerable stress upon the need for coordination. The American Enka Corporation, for instance, feels the subordinate should make it his business to coordinate his plans and proposals with those of staff and line officials so there will be full agreement before they go to the top man for approval. This eliminates the need for much unnecessary committee work and helps take one more burden from the executive's shoulders.

4. Keep the boss informed. The principle of completed work does not militate against the subordinate keeping his boss informed about matters which are of concern to him. These matters may be related to the project currently being investigated or to any other phase of the subordinate's responsibility.

As a case in point, the Koppers Company strongly emphasizes the need for adequate reporting of work in progress, no matter how much latitude is given to subordinates in making decisions. The executive can maintain intelligent direction of his operation only if he is constantly aware of the status of the work he has assigned.

The concept of completed work allows the subordinate considerable rein in deciding what information to give his chief. However, most advocates of this doctrine feel that if a rule is needed, the best one to follow is *to resolve every reasonable doubt as to whether to communicate in favor of telling the boss.*

5. Present a finished package. If the assignment is to be summarized in a written statement, the completed work should be so prepared that the boss can examine it and make it *his* recommendation simply by signing his name. If the job is done properly, it should not be necessary for the subordinate to be present to explain or amplify his report. The document itself should be fully explanatory.

6. The final test. The final test of completed work is this: *if you were the boss, would you be willing to sign the work you have prepared and stake your professional reputation on its being right?* If the answer is "no," the job is not completed. It needs more work before it should be presented.

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[1] Acknowledgment is made of information and material provided by the Air University, United States Air Force, and the Armed Forces Staff College, together with the companies mentioned in this article, in presenting this concept.

DISADVANTAGES OF COMPLETED WORK

The company that is interested in completed work as a standard procedure should be alert to some possible disadvantages.

- It requires maturity on the part of the boss as well as the people who report to him. As Chance Vought Aircraft points out, the boss must exercise self-control in restricting himself to giving counsel and insist that his subordinate make the choice of the course of action.

In many cases, the superior has to learn to delegate properly and to entrust his subordinates with a completed job. If the boss feels insecure, or is unwilling to trust his subordinate, he is likely to keep asking for detailed information so he can head off any possible departures from the way *he* would do the job.

- It may take longer than if the subordinate goes back to the boss for some of the answers. This is especially true in the beginning when the subordinate is learning to use his initiative and draw upon his own resources. However, facility comes with practice. And even if the subordinate needs more time, less will be required of the boss, so the final balance is to the good.

ADVANTAGES OF COMPLETED WORK

Both military and company experience point to some clear-cut advantages of the doctrine of completed work.

- It frees the superior from much unnecessary detail work and consultation. Because he is not helping subordinates do *their* work, he is able to devote all his time and attention to his own.
- It helps eliminate duplication of effort. To do completed work, each man must be given a whole package of responsibility. Consequently, there is not so much likelihood that the task will be broken up and completed piecemeal by several individuals, with resultant danger of overlap. If the assignment is too big for one individual, he is usually provided with assistance, rather than being given only part of the job to do.
- It is an excellent tool for development. Placing the individual on his own forces him to develop his resources to the utmost. It also requires him to learn to work closely with others on his own level and to seek sources of information which he might ordinarily ignore.

LOUIS A. ALLEN
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Management Bookshelf

Colonization of America's Basic Industries by the Communist Party of the U.S.A. — A pamphlet containing extensive quotations from testimony delivered before the House Committee on Un-American Activities. Communist manuals and directives are also quoted and summarized. The pamphlet traces Communist penetration of American industry since 1929. It states that in 1948 the party began to order many of its members to seek employment in certain vital industries so that Communist cells could be organized right on the production line. The report describes Communist party infiltration techniques and its on-the-job attempts to recruit key workers and technicians. *Prepared and released by the Committee on Un-American Activities, United States House of Representatives, Washington, D. C., September, 1954. 19 pp.*

Sixth Annual Conference — Industrial Relations Centre, McGill University —A collection of addresses delivered at the annual two-day conference held at the McGill Industrial Relations Centre in April, 1954. The speakers included Dr. Robert L. Kahn, Dr. Ross Stagner, Professor Eric Kierans, Dr. Neil W. Chamberlain and George W. Brooks (director of research and education of the International Brotherhood of Pulp, Sulphite and Papermill Workers, AFL). Such topics were covered as "Leadership Patterns and Organization Effectiveness," "The Importance of Attitudes in Industrial Relations," "Full Employment Stresses," "Opportunities and Limitations of Collective Bargaining," and "Industrial Relations and Personnel Administration." The text of these talks, accompanied by summaries of the panel discussions which followed each lecture, gives a comprehensive picture of industrial relations in Canada. *McGill Industrial Relations Centre, Montreal, Canada, 1954. 125 pp. $1.50.*

America's Resources of Specialized Talent — This report by the Commission on Human Resources and Advanced Training throws light on some questions concerning trained specialists. It discusses: What is the present supply of trained specialists? What are their characteristics? At what rate are their numbers increasing? How efficiently are they being used? Will more be needed in the future? Will the supply be adequate? If not what can be done about the situation?

A wealth of statistical material is presented and analyzed. Facts and figures for some twenty fields of specialization are included. Some of the major fields are chemistry, economics, engineering, medicine, business, teaching, and law. Shortages are noted in a large majority of the specialties. *By Dael Wolfle, Harper and Bros., New York, 1954. 332 pp. $4.*

Psychological Testing — Although primarily a textbook for college students, this volume contains much information on the general subject of testing and on specific tests in current use. *By Anne Anastasi, The Macmillan Company, New York, 1954. 682 pp. $6.75.*

Presupervisory Training

After a three-year trial period, one company is convinced that presupervisory training goes a long way toward solving the problem of getting able supervisors

WITH TODAY'S EMPHASIS on executive development and supervisory training, many executives are wondering what they should be doing about presupervisory training. To what extent should able employees be trained for possible promotion to supervisory positions? How should a company go about setting up such a program and just what would be involved?

Johns-Manville has been experimenting with a training program in one of its plants for the last three years. It has been found so successful that it is now being extended to other Johns-Manville plants. The company says the program is not yet perfect, but they are satisfied that it is a valuable tool for the selection and training of future supervisors. JM management emphasizes that the program is not intended to deprive the department superintendent of his responsibility for selecting and training his foremen. Rather it is designed to help him meet that responsibility.

THE NEED FOR SUCH A PROGRAM

Johns-Manville feels that such a program is essential to assure plant management that only the best qualified men in the plant are placed in supervisory positions. It also implements the company's policy of "promotion from within." From past experience, JM management has seen the importance of having a pool of qualified men available for promotion to supervisory positions so that there is no need to make emergency appointments of untrained men.

To a few people, presupervisory training represents some new and unusual type of training or activity. Actually it is not. According to Johns-Manville, presupervisory training is simply supervisory training received by a selected group of employees before they are actually needed as supervisors.

For JM, it is a part of a broader activity which the company calls its "presupervisory selection and training program." Selection procedures first involve predictions of supervisory needs, and then processes and procedures for the rating, testing, and final selection of candidates for the training program. Techniques of selection are not essentially different from those generally used in executive development programs. Those selected are offered the course on the basis of an opportunity for self-improvement. But they understand it carries no guarantee of advancement.

WHO IS TO BE TRAINED

Those who are selected for the training program are usually leadmen or, occasionally, outstanding operators from the rank and file. They have been recommended by their supervisors and have passed specified selection hurdles.

As the ninety-hour presupervisory training program is repeated every year, the number of men in each training group need only be sufficient to fill the probable supervisory openings in the plant for the coming twelve months.

Ordinarily, two meetings per week are held on convenient days. The schedule is subject to variation depending on the shift assignments of the trainees but all training is conducted on company time. Meetings vary from forty-five minutes to two hours each.

PROGRAM CONTENT

Just what the training program consists of can be shown by following a hypothetical selectee through the course. After "Joe," a leadman on an asbestos-cement process, had passed the hurdles of interviews, forms, tests, and management approvals, he knew he was going to be trained for a foreman's job anywhere in the plant and he also knew that the promotion would not be automatic. There would have to be an opening and he would have to compete for it. But this was his chance and he was determined to make the most of it.

Joe found the first couple of sessions were used to get the group to feel relaxed and easy together. They were welcomed by the plant manager who gave an introductory talk. Following this, the plant training supervisor presented a detailed preview of the program itself. Anyone who still was puzzled on any point was then invited to ask questions. The "preliminaries" ended with a company documentary film called "Fibres of Freedom" and a talk on the history of Johns-Manville.

The plant training supervisor led the most extensive part of the program. This was the company's basic management course called the "supervisory develop-

Presupervisory training program at Johns-Manville

Subject	Instructor	Method	Approximate Number of Sessions
1. Introductory talk	Plant manager	Lecture	1
2. Orientation to program and history of JM	Training supervisor	Lecture	1
3. Supervisory development course	Training supervisor		11
a. Basic economics (free competitive enterprise system)		Slide films and discussion	
b. Effective management		Slide films and discussion	
c. Solving attitude problems and getting ideas across		Slide films and discussion of case problems	
d. Human relations		Slide films and discussion of case problems	
e. "Before" and "after" tests to measure increase in level of knowledge		Multiple choice questions	
4. Leadership development	Training supervisor or specialist from outside educational institution	Discussion	3
5. Job methods training	Home office specialist	Explanation, demonstration and practice	6
6. Safety (basic procedures and responsibilities)	Safety supervisor	Lecture and discussion	2
7. Use of supervisor's personnel manual	Training supervisor	Lecture, question and answer	1
8. Study of labor agreement	Labor relations supervisor	Lecture, question and answer discussion	4
9. Plant tour	Training supervisor	Observation and explanation	2
10. Job instructor training	Training supervisor	Explanation, demonstration and practice	5
11. Local plant organization and function of staff and service departments	Training supervisor	Lecture, question and answer	2
12. Periodic tests and review on course content	Training supervisor	Oral and written tests	4
13. Quality control	Supervisor of quality control	Lecture, question and answer	3
		Total sessions	45

ment series." There were slide films followed by discussions covering basic economics, effective management, problem solving and human relations, understanding people's attitudes, and getting ideas across. Joe loosened up enough to make several comments during these discussion periods. He really sounded off in the case problems about human relations, changing people's attitudes, and getting ideas across.

He played his part as both "teacher" and "student" in the eleven sessions devoted to job methods and job instructor training conducted by a home office specialist and by the plant training supervisor.

Several more sessions were devoted to a plant tour conducted by the plant training supervisor. He explained the local plant organization and the functions of the staff and line departments.

Although the plant training supervisor was in charge of the program, he had arranged for others to assist in the teaching. For instance, Joe listened to and talked with the safety supervisor who conducted sessions on the basic safety procedures and the safety responsibilities of the supervisor. There were four sessions devoted to a study of the labor agreement by the labor relations supervisor. Three sessions were on quality control by the supervisor of that function. And three were given by a college professor on the development of personal leadership.

These meetings on personal leadership were interesting in many respects but Joe wasn't sure about how he could put some of the material to practical use in the plant. The training supervisor was particularly interested in getting the reaction of the men to this part of the program as he admitted they were still looking for the right material to adequately cover this important subject.

Joe found that some sessions were given over en-

tirely to oral and written tests. There were periodic check-up quizzes and reviews. These sessions, he observed, had the added advantage of showing management how to improve the course in the future.

During the course, Joe was given a copy of Heyel's "Foreman's Handbook" together with reading assignments. He also found many books in the training library were available for further reading and study.

When the course was completed, Joe found that he had participated in forty-five meetings that totaled nearly ninety hours. An outline of Joe's course by subject, instructor, methods used, and number of sessions is shown on the preceding page.

PROGRAM RESULTS

JM management is convinced that the program is achieving its objectives. Because it is done on a planned and systematic basis, the company is assured that the best qualified men are selected for supervisory positions. Because a pool of qualified men has been created, it has rarely been necessary since the program started to promote a man who has not first been through the training. And only two or three trainees have failed to win advancement.

The plant manager has reported evidence of improved supervisory performance. And new supervisors are achieving satisfactory performance levels more quickly now that the program is in effect. Employees have also expressed their appreciation of the fact that they are now assured that good men are not being passed up because of whim or simply because there is no opening in their particular department.

George V. Moser
Division of Personnel Administration

Garet Garrett

1878 - 1954

SADDENED by the death of our former colleague, Garet Garrett, we who were privileged to work with him at The Conference Board wish to express our deep regard for his ability and character.

Garet Garrett was one of the keenest minds of our time, a man of broad interests, who by his own efforts achieved the widest learning. He had a rare faculty for getting directly to the heart of a problem, and his provocative thinking was a constant challenge to all of us associated with him here, forcing us often to reexamine our conclusions and arrive at better answers to our problems.

He was a great editor, with an intuitive feeling for style that enabled him to do wonders with copy; and the Board's "American Affairs" was almost entirely the result of his talents and drive.

An individualist himself, Garet had a genuine and profound respect for the individuality of other people. He hated sham in all its forms and was never afraid to unmask its pretenses wherever he found them. But with rare intellectual discrimination he never allowed his antagonism to an idea to degenerate into a personal animosity for the one who held it. Because of a genuine regard for their individual worth, he met all people easily, from the most prominent industrialist to the youngest office boy. And, in return, he commanded everyone's respect, and enjoyed from those who knew him best a deeply affectionate regard.

Garet had an agelessness that came from a constantly active mind. With the passing years he did not allow his mental processes to stultify, and consequently his later conclusions were never simply the reiteration of earlier pronouncements. He was always young in mind and spirit because he was constantly seeking a greater understanding of life and its values.

Beneath a rugged exterior Garet had a wonderfully kind heart. He was fearless, forthright, honest. His unique personality made a lasting impression on all who knew him, and we who felt the inspiration of his friendship here are deeply grateful for what he contributed to the work of The Conference Board and to us personally. We shall not see his like again; for there can be no repetition of his unique character and talents.

Our country and our time were made better by his life and work, and in the continuance of our efforts we shall not forget his principles and his example.

Lunchrooms for Executives

Companies may find it advantageous to provide private dining facilities for their executives. This article is based on the experience of twelve companies that have these special lunchrooms

BILL SMITH, a department head at Company X, likes to eat in the company cafeteria. It gives him a chance to meet other employees in an informal, non-business atmosphere.

However, Bill Smith seldom gets an opportunity to meet his and other department workers in this way because he is usually tied up with company customers or other visitors at lunch time. Since there is no private lunchroom in the building, this means he must take the visitors to a restaurant in the neighborhood where there is more privacy and quiet than the company cafeteria provides.

Tom Jones and Dick Evans, two other executives of Company X, also enjoy lunching with employees in the company cafeteria. Yet, occasionally they would like more privacy in their luncheon arrangements, since this would give them an opportunity to become better acquainted and exchange business ideas. As they head different departments, they have little contact with each other during the working day.

The company's executive vice-president has a slightly different problem. He wants privacy at lunch so he can talk with other executives whose daily routine does not offer much opportunity to discuss business matters. The lunch period is a favorable time for this.

It is because of situations such as these that some companies maintain private lunchrooms for their executives. These lunchrooms are not necessarily "plush" affairs with elaborate decor and carpeted floors. Often they are quite the contrary. Their only distinction may be the partition that separates them from the general cafeteria. Some companies do not even have table service; instead, executives carry their trays from the main cafeteria.

The twelve companies cooperating in this Conference Board survey all maintain private lunchrooms with table service for their executives. All but two of the twelve companies also maintain lunchrooms for other employees. One of those two formerly had such a general lunchroom but dropped it because of lack of patronage.

Six of the twelve companies provide free meals in the executive lunchroom, and all but one of the six have similar free service for their other employees. Executives pay for their own meals in the other six companies, although in some cases meals are partially subsidized.

These twelve cooperating companies supplied the Board with the following information:

- Their reasons for having executive lunchrooms;
- The criteria used to determine eligibility of personnel to use these rooms;
- The cost involved;
- The patronage of these rooms;
- The benefits as well as the disadvantages of having such dining facilities.

These twelve companies represent varied types of business—including financial, merchandising and manufacturing concerns.

REASONS FOR EXECUTIVE LUNCHROOMS

The reasons given by cooperators in this survey for having executive lunchrooms can be summed up as follows: to carry on business discussions; to entertain company customers, directors and other visitors; to promote good fellowship and better acquaintance among executives; to keep executives within call; to save time of the executives.

For Business Discussions

The chance to carry on business discussions in an informal manner over the luncheon table is the objective most frequently given. Several cooperators point out that this opportunity for an informal exchange of ideas might not otherwise come up during the business day. They also note that these meetings allow an interchange of ideas on business matters that might not ordinarily come to the attention of some of the executives.

As one cooperator explains: "By lunching together there is a closer relationship among officers of all our departments and better horizontal communications because of these associations." Another cooperator points out that such a relationship "would be difficult in the large dining room where we feed 700 people."

To Entertain Visitors

Many establishments find that it is a great boon to have a place on the premises where visitors and cus-

tomers may be entertained. For instance, it saves time and confusion to take visitors to the company lunchroom rather than to an outside restaurant. It is also a more economical means of entertaining visitors, some companies say. Another advantage is that visitors can meet more members of the executive staff as well as acquire a more intimate relationship with the company than they can get from a short visit in one executive's private office. Also, the food in the company lunchroom is better than many neighborhood facilities offer.

For Good Fellowship

Although the majority of companies cooperating in this survey give "business" as the main reason for having these lunchrooms, others have an opposite viewpoint. They discourage business talk. The principal purpose of the lunchroom, they say, is to give executives a chance to become better acquainted in a relaxed, nonbusiness atmosphere. This is how one company describes it:

> "We have an executive dining room so that the top people in our organization can sit down together and be served their lunch with an opportunity to visit and develop good fellowship. For the most part we try to avoid the discussion of business problems in the dining room. The executive would have no opportunity like this in our large cafeteria."

To Remain within Call

Circumstances sometimes demand that key persons remain within call during the lunch hour. Long distance phone calls and various unexpected emergencies can make it advisable to keep the executive on the premises. Therefore, some companies say they find it helpful to provide facilities for executives to lunch within the building.

To Save Time

Saving time, of course, is always an advantage to all concerned. The coming and going to neighborhood restaurants, as well as the often additional wait in line to be seated and served, consume time. These lost minutes are put to use if the group can go at once into a private dining room in the company's own building.

WHO IS ELIGIBLE

Not all persons who hold managerial positions are eligible to eat in their companies' executive dining rooms. John Doe, for example, may supervise fifteen employees yet not be eligible for the executive lunchroom.

There are several reasons for this and several ways in which companies determine eligibility. A company, for example, may not have private dining room facilities large enough to accommodate all levels of executives. Or, the main purpose for such a room may be to get top-level men together to talk over major policy matters that might automatically preclude minor officials. Or, if the principal purpose for having the room is to entertain business customers, its use may be restricted to those persons who are most apt to need it for such purposes.

In some cases eligibility may be based solely on a custom that grants top executives additional prestige because of their high office.

Most of the cooperators in this survey have established limitations on use of the executive dining rooms and many of them have committees or key officers to determine eligibility status.

Salary a Criterion

Three of the companies have made salary the determining factor for use of the lunchroom. One cooperator sets $10,000 as the annual salary required. When persons reach this salary level, they are notified by the company's secretary-treasurer and the manager of personnel that they are eligible for executive dining room privileges.

Another company says that its standards for selection "are based pretty much on salary with some recognition of position."

In one company all employees are grouped according to salary. When an employee attains a certain group level, he is automatically eligible for dining room privileges. Broadly speaking, in this company employees of professional and junior executive status and above are eligible, providing they satisfy the group salary classification. The professional group includes attorneys, engineers, doctors, chemists and other specialists.

Status of the Executive

The most common means of determining eligibility is by official status. In one company the privilege is limited to senior executives—those above the department head level. Another cooperator (a bank) says that "since there is a sharp division between officers and nonofficers, there is no problem of deciding who shall and who shall not use the dining room." More than one private room for lunching is available in one cooperating company so that supervisory personnel are divided by rank. In this instance, the specialist is placed with those of equivalent status.

In another company, in addition to persons on the executive payroll, staff supervisors are allowed to use the executive lunchroom when they entertain business guests.

Committees or Officers Make Selection

Although there may be broad classifications to determine eligibility—such as department heads, division heads, company officers, etc.—questions often arise concerning persons in key positions who do not fall in

any of these categories. In such cases, a committee or certain top officers may be called on to make the decision.

One company, for example, includes executive personnel down through the level of office and factory department heads (excluding foremen and other first- and second-line supervisors). Certain "other" personnel such as the general counsel and the medical director are also included. But it is up to the chairman of the board and the company president to determine just who else is eligible for this "other" category. They may discuss individual cases with other company officers before making their decision. After a person becomes eligible to use this company's executive lunchroom, he receives a personal invitation from the president.

It is the senior officer in charge of administration who determines what persons, other than officers, may use the executive dining room in another cooperating company. Names are referred to him by other officers. In this particular establishment, all officers are eligible to use the room regularly, but "a limited number of nonofficer personnel in key positions are permitted to use the dining room occasionally to entertain business guests when an officer is not free to do so."

In another case, it is the company's senior vice-president who determines the "few nonofficers" who are invited to use the lunchroom.

Selected administrative personnel without officer status are invited to use the executive dining room along with the officers in one company. But they must first be approved by the president.

A Membership Lunchroom

The only qualification for use of one company's private dining room is a club membership. This is open to all employees, including clerical workers, although membership applications must be passed on by a committee. To assure patronage of the lunchroom, each member is obligated to use the lunch facilities often enough to meet the quotas established for all members. If a member does not lunch in the club room often enough to meet this periodic minimum charge, he must pay the difference. The minimum is higher for resident members (home office personnel) than for nonresident members.

REACTION OF OTHER EMPLOYEES

Use of executive lunchrooms, some companies say, opens the door to possible ill feeling among employees who are not eligible to eat in these rooms. Yet, in this survey, cooperators have not expressed concern that this will become a problem. Several companies say that while they are aware that some criticism might arise, they have seen no evidence of it.

Two cooperators believe that because their executive lunchrooms are old established customs, they are accepted without question. Another says that ready acceptance of the practice is probably due to the individual employee's realization that he will be granted the same privilege if and when he is promoted into the required group.

Following is a statement that describes the situation in another cooperating company:

> "We have provided free lunches for all employees since before 1900 and it may be that everyone accepts the arrangements without serious question. However, we try to provide good lunches in the cafeteria and avoid having too great a difference from the foods served in the dining rooms."

One company says that obvious lack of space keeps lower-level management people from resenting their exclusion from the private lunchroom. "The present top echelon group utilizes the full capacity of the space and kitchen so that it is self-evident the group could not be substantially enlarged."

THE COST

What about the cost of executive lunchrooms both to the company and to the people who use them?

There is no uniform pattern here except that in the majority of cases where meals are not free the companies subsidize some part of the cost—at least that for space and utilities. The cost of waitress service is also subsidized by the majority of companies. For example, one company says that all executives are charged for their meals but that the company takes an approximate 15% loss per year on dining room receipts by providing waitress service.

In some instances it may appear that executives pay as much for eating in the company's lunchrooms as in commercial restaurants. But because so many operating costs are excluded by the companies when pricing meals, better lunches for the money are provided.

In order to keep its dining room on a partially self-sustaining basis, one company requires that all executives who desire to use this room pay for their meals on a monthly basis, whether or not they make use of the facilities.

Another company explains that although executives pay adequately for their meals, the expense is still not covered. This is because somewhat elaborate service and menu are provided. Even though the company makes no attempt to meet more than food cost and salary expense, this objective has never been attained. It recovers about 43% of the total expense, including rent.

This is what another company says about costs:

> "Meals are charged to the executives using the dining room at a flat rate estimated to cover the cost of food and its preparation. The company subsidizes the lunchroom to

the extent of charging no rent, light, heat or cleaning costs. The same policy exists with respect to the employees' cafeteria which is available to junior executives and nonexecutive employees."

However, despite subsidization, meals in the executive dining room may be more expensive than similar meals in the employee cafeteria. One company explains this situation in the following statement:

"The food in the executive dining room is about the same as in the cafeteria but it costs about twice as much. In addition to the charge for the various items, there is a service charge of 25 cents which includes the cost of the waitress, bread and butter, cheese, cookies, relish, etc. The average price of an executive lunch is about $1.50, and the company sustains a slight loss which is probably about the same percentage of loss as we have in our regular cafeteria. [This loss is estimated at 8 cents to 10 cents per meal.]"

When Meals Are Free

Companies that provide free meals to all employees say that the cost of executive lunches is higher. In one case this cost is $1.70 per executive and 83 cents for the employee using the cafeteria service. Another company figures the difference in cost between its free executive and nonexecutive lunches to be around 35 cents—the cafeteria meal costing about $1.10 compared with an approximate $1.45 in the dining room. These figures include rent, salaries of those who prepare and service the food, and maintenance costs.

The extra per capita cost per year incurred by one cooperator to sustain its executive dining room as compared with the employee cafeteria is $101.21. This company serves all employees free meals. The extra expense for the executive service arises entirely from the use of waitresses.

PATRONAGE

Most of the twelve companies participating in this survey say that patronage of their executive lunchrooms is very good. This is true for those companies that provide free lunches as well as for those that charge the executives for lunch.

Business trips and luncheon engagements outside the building naturally affect patronage. But despite this, most of the companies that charge executives for their meals report a regular attendance that can be relied upon to justify continuation of the lunchroom. One company says that 35% of the executive payroll uses the dining room regularly and the balance uses it occasionally. Another says that it is normal to have about two-thirds of the eligible persons patronize the dining room. "There are the 'regulars,' and others who almost never come," this cooperator explains.

Following is the comment of another company about patronage:

"Although the chairman of the board, the president of the company and the top sales executives are required for business reasons to have lunch elsewhere at least half of the time, a great many of the division heads and department heads patronize the executive dining room regularly."

Better patronage is, of course, evident where companies provide free meals. Almost 100% attendance is the rule in these cases, the only absences being those persons who are required to eat elsewhere because of company business.

BENEFITS AND DISADVANTAGES

The twelve companies participating in this survey were asked to indicate the benefits and disadvantages experienced from use of their executive lunchrooms. The benefits, of course, are often the same as the reasons for having these private lunchrooms—the chance to talk business, to further acquaintanceship and friendship among executives, to entertain business visitors and customers, and to save time and money for the executive. Economies may be realized, also, by the companies themselves as a result of entertaining business associates in the company lunchroom.

An important additional benefit mentioned is that of health. With the increasing attention industry is giving to the health of executives, some companies are attempting to do something about the poor lunch habits of their key men. This is what one cooperator says:

"We feel sure that there is a health angle to the company dining room that is important but which cannot be measured. Many of our busy executives, I am sure, would rush out and get a hurried and inadequate lunch if we did not have our dining room available. These same men now can get excellent food easily and quickly."

The attempt to watch calories at lunch time and to correct the poor eating habits of personnel is becoming increasingly popular. Some companies offer a special low-calorie luncheon; others note the number of calories for each item on the menu. (See sample menus on page 485.) Some companies also carry on educational campaigns concerning proper diet.

Disadvantages

Few companies find any serious fault with having lunchrooms for their executives. One disadvantage that is mentioned by some cooperators is the danger of neglecting outside contacts. As one cooperator remarks: "The primary disadvantage with which we were concerned (when considering the discontinuance of the lunchroom) was whether the lunchroom tended to limit our executives' development of business acquaintances."

Although resentment among other employees has not been evident, as noted earlier, one cooperator does say: "The only disadvantage that we can see to a

(Continued on page 485)

Automobile Allowances for Salesmen

Two hundred and seventeen companies report on automobile allowances for their salesmen. The findings are compared with earlier years

SEVEN CENTS a mile is the rate most commonly paid to salesmen who drive their own automobiles on company business—no change from last year, as can be seen in Chart 1. Two hundred seventeen companies participated in this year's survey, with 172 of them using salesmen-owned automobiles, either exclusively or in combination with some other plan.

Of the 172 companies with salesmen who drive their own automobiles:

- Flat mileage rates are paid by 51.2% of the total. (See Chart 2.) This is slightly less than last year when 55.6% of the companies were in this category.
- Other methods of reimbursement increased in popularity over the year. The most important rise occurred in the group of companies that pays graduated mileage rates. This group moved from 10.7% of the total to 16.3%. The only decrease was in the group using miscellaneous or multiple plans.
- Four out of every five companies pay tolls in addition to the specified reimbursement; two out of three pay garage costs and parking fees. (See Table 1.)
- Salesmen-owned automobiles is the most popular form of ownership; 47.5% of the companies use this method exclusively and 79.3% use it either exclusively or in combination with other methods—much the same as last year.
- The estimated actual operating cost (to the firms) of automobiles driven by salesmen varies considerably—but most companies report that, compared with other plans, salesmen-owned automobiles cost them more. (See Chart 3.)

Flat Mileage Rate

Of the eighty-four companies using a straight-mileage method[1] of reimbursing salesmen, forty or 47.6% pay 7 cents a mile. (See Chart 1.) This is the same median as last year when 50% of the companies reported this figure. The arithmetic average is also unchanged from last year—7.2 cents a mile. Changes are evident, however, in the other rates paid. There was an over-the-year increase in the percentage of companies paying 7.5 cents—from 2.6% to 5.9%. This year, 25% of the companies paid 8 cents, while last year the figure was 22.8%. In 1952, only 14.3% of the companies paid 8 cents.

There was a decrease in the number of extremes. Last year, the rates ranged from 3 to 10 cents. This year, the lowest rate paid was 5 cents (reported by two companies) and the highest was 9 cents (also reported by two companies). There appears to be no difference in the number of additional expenses paid by the companies at either extreme.

Graduated Mileage Rates

Twenty-eight, or 16.3%, of the 172 companies reimbursing salesmen for the use of their automobiles use a graduated allowance. This is a considerable rise from the 10.7% figure of a year ago. Two years ago, 14.0% of the companies employed this method of payment. The policy is to pay a specific rate for a number of miles, and a smaller rate thereafter. The amount of reduction in the rates and the mileage at which the reduced rates become effective vary among companies.

The starting rates range from 6 cents to 11 cents a mile, with 8 cents slightly more common than 7 cents. Last year, the most common starting rate was 7 cents.

Companies using the graduated mileage method pay about the same number of additional expenses as those using the flat mileage method.

Combined Allowance and Mileage Rate

A fixed periodic payment plus a mileage allowance is used by seventeen, or 9.9%, of the 172 companies. This is a slight increase over last year, when 7.3% of the companies reported this method of payment, but still considerably less than the 14.7% in 1952. The fixed allowance—computed on a monthly, weekly, or daily basis—is intended to cover the costs which do not vary directly with mileage, such as insurance, license fees, and depreciation. The mileage rate covers gas, oil, and other running expenses.

The mileage payments range from 3 cents to 5 cents, with most payments grouping from 3 to 4 cents.

[1] Eighty-eight companies reported a straight-mileage method, but four companies reported different rates for city and country or no figure at all. Therefore, when percentages of companies paying specific flat rates were computed, eighty-four companies = 100% was used.

Monthly rates range from $35 to $55 and daily payments from $1.50 to $2.50.

Runzheimer Plan

The Runzheimer plan is the method of payment used by 9.3% or sixteen of the companies whose salesmen drive their own automobiles. There seems to be no appreciable change over the years in the popularity of this plan. Last year 8.8% used the Runzheimer method while the 1952 figures was 10.3%. Under this plan, mileage rates are given for designated areas which are chosen to fit each company's needs, and differ for city and rural driving. The plan takes into consideration the variable factors, such as terrain covered, cost of operating in the different areas and the make of the automobile driven. In addition, the salesman is reimbursed for depreciation by a set adjustment for each 1,000 miles.

Standard Allowance Method and Others

Allowances of a set amount each week or month are paid by seven companies, 4.1% of the total using salesmen-owned automobiles. There was no significant change in the number of companies using this method. Last year 3.9% used this form of payment and in 1952, 4.4% reported in this category. There is much variation in the amount paid, but all the companies, except one, using the standard allowance also pay for gas and oil aside from other additional expenses. Only one company does not indicate payment for extras.

Eight companies, or 4.6% of 172 companies, do not specifically reimburse their salesmen for their cars; the salesmen's commissions are supposed to cover this expense. Two of these companies are insurance firms. Last year, seven companies did not specifically reimburse their salesmen.

There was a considerable decrease in the use of miscellaneous or multiple combination plans for reimbursing salesmen. This year eight, or 4.6%, were in this category as compared to 10.3% in 1953.

Variable Expenses—Salesmen-Owned Automobiles

Expenses such as tolls, fees, garage storage, and insurance are frequently paid in addition to specified allowances to the salesmen who drive their own automobiles. (See Table 1.) Tolls are the most frequently paid of these extra expenses. Eighty-two per cent of all companies with salesmen-owned automobiles pay for tolls. Of those using the flat mileage rate, 72% pay for tolls, while 94% of those companies employing the Runzheimer plan and combination method and 86% of the companies under a graduated method carry this expense. These are roughly the same percentages as last year.

Garage and parking fees are less frequently paid than tolls; but a considerable number of companies, approximately two-thirds of the total, do reimburse their salesmen for these expenses. Auto wash (away from home) and towing charges are paid by few companies—14% of the total number.

There has been an increase in insurance payments

Chart 1: Flat Mileage Rates for 1952, 1953 and 1954

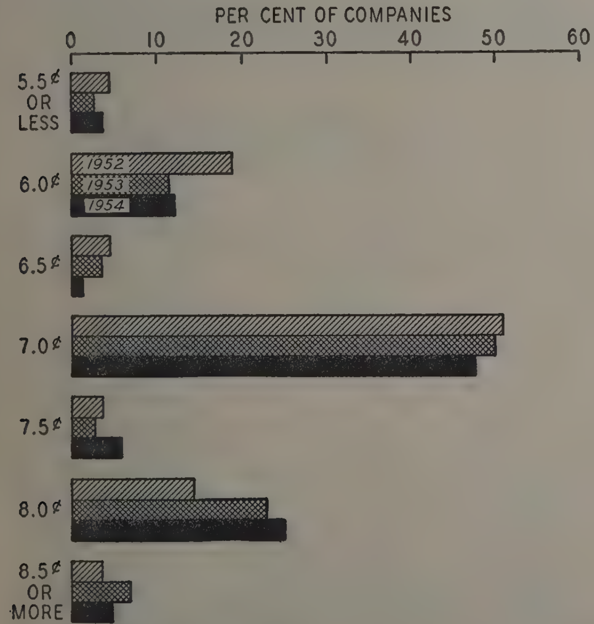
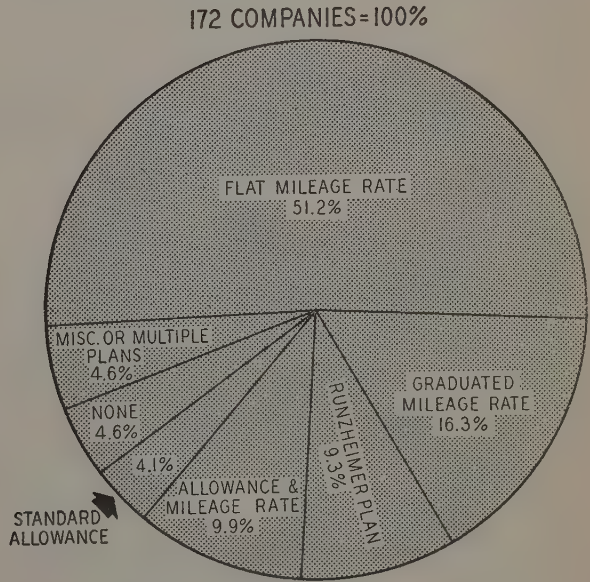


Chart 2: Methods of Reimbursing Salesmen Using Their Own Automobiles on Company Business, 1954



over last year; 29% of all the companies using salesmen's cars pay for property damage, 27% for bodily injury and 13% pay for collision insurance. Fewer companies employing the flat rate (under 20%) pay for insurance on the whole. Three out of four companies using the Runzheimer plan pay for property damage and bodily injury insurance, while one-half Runzheimer plan salesmen receive collision coverage from the company. Two-thirds of the companies using a combined mileage and allowance method pay property damage and bodily injury insurance.

About 10% of the total number of companies pay expenses other than those listed individually in the table. These payments include such benefits as medical insurance, fire and theft insurance, fuel, depreciation, license and taxes.

Automobile Ownership

Salesmen's automobiles are used exclusively by 47.5% of the companies surveyed. (See Table 2.) This is by far the predominant method of ownership. The same situation was evident last year when 46.9% of the companies reported exclusive use of automobiles belonging to salesmen. There was a drop, however, in the number of firms using both salesmen's and company vehicles. This year, thirty-four or 15.7% of the companies are in this category, while 18.1% reported this combination last year. In 1952, 21.6% were in this classification. Company-owned automobiles are used exclusively by 15.7% of the total number of companies; company-leased automobiles by 3.2%. Both percentages are approximately the same as last year. The largest gain occurred in the group using all three methods of ownership. It jumped from 3.8% to 6.4%.

Salesmen's automobiles are used by almost four out of every five companies—either exclusively or in combination with other plans. Company-owned vehicles are employed exclusively or in some combination by two out of every five companies, and leased automobiles by one out of every five companies.

Variable Expenses—Company and Leased Automobiles

Over 90% of the companies providing their own automobiles pay for tolls, washing, garage, parking and towing fees. About 85% pay for property damage and bodily injury insurance, while 50% pay for collision insurance. A comparison of these figures with those of companies using automobiles belonging to salesmen indicates that firms using company-owned automobiles pay for many more extra expenses than do the companies granting an allowance to salesmen who drive their own cars.

Companies with leased fleets pay for about the same number of extra expenses as do firms using company-owned cars. Only one company does not pay tolls for its leased fleet. Garage and parking fees are paid by over 85% of the companies, and liability insurance (property damage and bodily injury) by about three-fourths of the firms. Only 65%, however, pay for car washing and 52% for towing.

Insurance Coverage

The companies participating in this survey were asked to indicate the minimum insurance coverage on the automobiles used by their salesmen. The figures vary a great deal from company to company, but some sort of pattern can be seen. Of the companies who were able to supply such data for salesmen-owned automobiles, $5,000 is the most frequent minimum coverage for property damage; and $10,000 to $20,000 for bodily injury. For company-owned cars, $50,000 and $100,000 are the most frequently reported figures for property damage. For bodily injury, coverage ranges around $300,000—either in combination with $1 million for total accident coverage or $100,000 for an individual injury.

Driving Costs

Most of the companies participating in this survey listed the total cost per mile of their automobile fleets. Of those with salesmen-owned vehicles, costs range from 5.3 cents to 11.2 cents, with the middle 50% falling between 6.5 cents and 7.9 cents. The most frequently reported class interval is that from 7 cents to 7.9 cents.

Companies using their own automobiles report costs ranging from 3 cents to 9 cents, with the middle 50% between 5.5 cents and 6.9 cents. Six cents to 6.9 cents is the most frequently reported class interval. The cost of leased fleets ranges from 5 cents to 8 cents, with the

Chart 3: Estimated Cost per Mile to Operate Automobiles

middle 50% falling between 6 cents and 7.4 cents. The most frequently reported class interval is 6 cents to 6.9 cents. This is the same as for company-owned automobiles.

Of the companies using both salesmen's and company automobiles, twenty-two reported costs for both plans. Five firms reported identical costs; one firm said that company-owned cars cost them 1.5 cents a mile more; and sixteen stated that the cost for salesmen's cars is greater. However, the difference in most cases is only 1 cent or 1.5 cents.

Of the sixteen companies reporting costs for both salesmen-owned automobiles and leased fleets, twelve indicated that salesmen's cars cost slightly more, the difference in most cases being less than 1 cent.

Ten companies reported costs for all three plans. Leased fleets cost the most in three cases, salesmen-owned cars in four cases, and three firms reported that company-owned cars cost most. In most cases, however, the cost difference among the three methods of ownership is again very slight.

For companies who reported flat rates for salesmen-owned automobiles, thirty-nine said that the cost to the company is the same or just slightly higher than the flat rate they pay to their salesmen. Twenty companies reported costs from .05 cent to 1 cent higher than the flat rate paid.

Costs range from 6 cents to 9 cents for companies using graduated rates with 7 cents most frequently reported. Six and one half cents is the most common cost reported under the combination rate and allowance system.

Driving Costs and Mileage

Costs and mileage vary a great deal from company to company, but some general statements can be made. With cars covering under 10,000 miles a year, 8 cents a mile is the cost most frequently reported, although companies reported costs ranging from 3.5 cents to just over 11 cents. From 10,000 to 19,999 miles, the most frequently reported costs are 6 and 7 cents. From 20,000 to 29,999 miles, 6 cents a mile is the cost most often reported. There were not enough companies reporting mileages over 30,000 to reveal any pattern, but none reported costs of over 8 cents a mile.

Judith Wishnia
Statistical Division

Table 2: Automobile Ownership

Ownership Plans	No. of Companies	% of 217 Companies
One plan exclusively		
Salesmen's automobiles only	103	47.5
Company-owned automobiles only	34	15.7
Leased automobiles	7	3.2
Combination plans		
Salesmen's and company automobiles	34	15.7
Salesmen's and leased automobiles	21	9.7
Company and leased automobiles	4	1.8
Salesmen's, company and leased automobiles	14	6.4
Total companies surveyed	217	100.0
Total companies using salesmen's automobiles — exclusively or in combination	172	79.3
Total companies using company automobiles — exclusively or in combination	86	39.6
Total companies using leased automobiles — exclusively or in combination	46*	21.2

* Column total exceeds the total of companies surveyed because of multiple answers.

Table 1: Percentage of Companies Using Salesmen-Owned Automobiles that Pay Expenses in Addition to Allowances

Methods of Reimbursing Salesmen*	Number of Companies	Tolls	Garage Storage	Parking Fees	Auto Wash (away from home)	Towing Charges	Insurance: Property Damage	Insurance: Bodily Injury	Insurance: Collision	Other (medical, fuel, fire, etc.)	No Payment
Flat Mileage (cents per mile)											
5.5 or less	3	100%	33%	33%	33%	33%	33%	33%	33%	33%	0%
6.0	10	70	50	70	10	0	40	40	10	0	10
6.5	1	100	100	100	0	100	100	100	0	0	0
7.0	40	75	65	67.5	12.5	10	2.5	2.5	2.5	0	17.5
7.5	5	80	40	20	20	20	20	20	0	0	20
8.0	21	86	57	71	24	24	33	29	5	10	14
8.5 or more	4	100	75	75	25	0	50	50	25	0	0
No specific rate	4	50	25	50	25	25	0	0	0	0	50
Total flat mileage	88	78	58	65	17	15	19	18	6	3	16
Graduated	28	86	68	64	11	4	21	18	11	11	14
Runzheimer	16	94	87.5	100	12.5	25	75	75	50	19	0
Allowance and mileage	17	94	71	82	12	12	65	65	35	12	6
Standard allowance	7	71	57	57	0	0	29	14	14	71	14
Miscellaneous and multiple	8	62.5	50	37.5	12.5	12.5	0	0	0	12.5	37.5
Total—all methods*	164	82	63	68	14	14	29	27	13	10	14

* Does not include eight companies that pay straight commission without reimbursement to salesmen for automobile expenses.

Development of the New Market Basket

This is the fourth in a series of articles appearing in the Management Record on The Conference Board's consumer price index. Subsequent issues will give further details of the revision. The Board's staff is ready to furnish additional information to anyone using the index. As announced before, a complete report on the revision, including an explanation of the statistical techniques and compilation procedures, will be published early in 1955.

THE NEW MARKET BASKET of the Board's revised consumer price index was derived from an extensive survey of consumer spending in 1950. This survey, made by the Bureau of Labor Statistics, is the most recent of a series of similar studies that began in 1890, inquiring into the vagaries of family spending. It is the purpose of this article to explain how the new market basket was developed from this basic survey.

The Expenditure Survey

The expenditure study was designed to obtain a complete record of consumer spending in urban United States. This task was a formidable one, considering both the tremendous variation in spending and the huge geographical area to be covered.

According to the 1950 Census, there are approximately 30 million households living in 4,000 urban communities. The households in all these centers buy hundreds of different types of consumer goods and services. It is clear that neither every community nor every household could be asked to furnish the required information. Consequently, the technique of sampling was employed.

Sampling assumes that a relatively small number of properly selected items will be representative of an entire group. Just as the geologist can determine the composition of a mountain by examining a relatively small number of rocks, so the economist can determine a general spending pattern from the actual spending of a representative sample of urban families.

With this in mind, ninety-seven cities were selected so that the various combinations of city characteristics related to spending habits would be included. Then a representative sample of families was selected in each city. These families, by answering many hundreds of questions, furnished complete and detailed information about the kind and amount of goods and services bought during 1950. In order to make the information manageable, all the expenditure items that had been collected were combined under approximately nine hundred headings. The table on page 374 gives a detailed listing of these groups.

The Board's Market Basket

The Board used these basic data, summarized city by city, to determine the spending habits of wage-earning families residing in urban centers of over 50,000 population.[1] For this purpose, the data were first arranged according to the major areas of family spending: food, apparel, housing, transportation and sundries. These components were further divided into twenty-two subcomponents, and then, finally, into eighty smaller categories (see table). Thus, a definite structured hierarchy was established in which each of the basic expenditure items was classified by type and assigned a proper place.

The job of pricing and analyzing monthly price data for all nine hundred basic expenditure items, however, would be time consuming and costly. Also, as will be made clear subsequently, it is not necessary to include so great a number in order to measure the price change accurately. The data, therefore, were further condensed within the structural framework and a smaller list of commodities was selected that was representative of the basic expenditures.

Two main criteria were used in selecting the items that are to be priced each month. They are:

- Importance of the item in the total family expenditure. The effect of the price change of any item on the total price change varies with the relative importance of the item.
- Suitability of the item in representing a group of items. Since the price change of the selected item will represent the price change of the unpriced items in the index, the following factors were considered in determining expected similarities in price fluctuation:
  1. Past price fluctuation
  2. Raw materials
  3. Usage
  4. Manufacturing process

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[1] See "Population Coverage," *Management Record*, October, 1954, p. 386.

The basic expenditure items were grouped according to the above considerations, and one or more commodities were chosen to represent each group. The expenditure for the selected items was then assigned the combined expenditure of the group it represented. This process of grouping is called imputation and forms the bridge between the basic expenditure data and the market basket priced for the index.

A concrete example may help to clarify this procedure. Let us take a closer look at the cereal products group and follow, step by step, the method developed for this particular case.

The first step in the development of the market basket for cereal products is the grouping of the primary data. Assume, for purposes of this example, that the total amount spent on the cereal products group represents 100% of all expenditures in the food group. And this breaks down into the fourteen items listed below, which are assumed to be purchased in the proportions given.

Item	Per Cent
1. Flour, white, all purpose	27.5
2. Prepared flour mixes: biscuit, cake, pancake	16.0
3. Cornflakes	8.0
4. Wheat cereals, ready to eat	4.5
5. Rice cereals, ready to eat	4.0
6. Other ready-to-eat cereals	4.0
7. Wheat cereals to be cooked	1.5
8. Oatmeal	4.5
9. Cornmeal, grits, hominy	6.0
10. Other uncooked cereals	.5
11. Rice	8.5
12. Macaroni, spaghetti, noodles, etc.	11.5
13. Cornstarch, popcorn, etc.	2.0
14. Babyfood cereals	1.5
Total	100.0

The next step is to select from this list the representative items which would be priced for an index and would constitute the market basket. Making use of the criteria developed earlier for this purpose, we consider each item as follows:

1. Flour. This item occupies by far the most important place in the cereal products group and should therefore be priced, according to the first criterion given above. Using the percentage assigned flour in the tabulation (27.5), it can now be easily illustrated how a change in the price of a relatively important item affects the index as compared with a change in the price of a relatively unimportant item. Assume that the price of flour rises by 5%, with all other prices remaining constant. This price change is reflected by the cereal index as $100 + (27.5 \times .05) = 101.4$, or an effective increase of 1.4%. On the other hand, a similar price rise in wheat cereals, an item of small importance (1.5%), will be reflected as $100 + (1.5 \times .05) = 100.1$, or an effective increase of 0.1%.

A comparison of these two index figures demonstrates clearly how price change is reflected according to the relative importance of the items. In order to see matters in their true perspective it should be remembered that cereals form only a small part of the total food expenditure, which itself represents about 30% of all expenditures.

2. Prepared flour mixes: biscuit, cake, pancake. These have a weight of 16.0% and will be priced as a group for the same reasons that flour was priced individually.

The item to be priced should be one which has an established market and the price of which can be expected to fluctuate in the same manner as the price of the other mixes. For these reasons, biscuit mix should be a good choice.

3. Cornflakes
4. Wheat cereals, ready to eat
5. Rice cereals, ready to eat
6. Other ready-to-eat cereals

The relative importance of each of the above items is not big enough to warrant individual pricing. They are combined to constitute one group since their usage is a similar one. This factor, as past experience has shown, is of greater significance here than the raw materials employed in their manufacture. Since cornflakes is the biggest selling variety of cold cereals, as indicated by the expenditure weight, it is the obvious item to be priced for this group.

7. Wheat cereals to be cooked
8. Oatmeal
9. Cornmeal, grits, and hominy
10. Other uncooked cereals

The expenditure weights of these four items again are of a magnitude which does not warrant their being priced individually. They are all items of a similar usage, namely, cereals to be cooked, and when combined they form a sufficiently important group for pricing.

The item with the greatest relative importance is cornmeal in this case, and it is selected to represent the entire group.

11. Rice. The proportion of expenditures made for rice shows that it is a fairly important item. This is especially so when we take into account that the figures chosen for this example to some extent obscure the great importance of rice in individual localities of the South and on the West Coast.

Furthermore, no other item, according to the criterion of suitability to represent a group, can be combined with rice. Therefore, rice will be allowed to stand by itself.

12. Macaroni, spaghetti, noodles, etc. This basic expenditure group with its weight of 11.5 is important enough to be considered alone, particularly since other items show little similarity. The choice of the priced item, macaroni, is fairly easy since all four criteria for suitability to represent a group are satisfied by this item.

13. Cornstarch, popcorn, etc.

14. Babyfood cereals

These items do not constitute one group as do the items from 1 through 12, but are a collection of miscellaneous cereals. They are consequently not homogeneous enough to form a group of their own, nor does their expenditure weight warrant this treatment. It is more logical to assume that these items will fluctuate in price as all other cereal products combined. Therefore, their expenditure weights will be ascribed proportionately to each of the above groups.

After combining the expenditure weights according

(Continued on page 479)

The New Market Basket of the Board's Consumer Price Index

Grouped Items	No. of Basic[3] Expenditure Items	No. of Items in Revised Market Basket	Relative Importance U.S. Index
ALL ITEMS	**896**	**286**	**100.0**
Food	**228**	**89**	**29.4**
Meat, Fish & Poultry	*50*	*21*	*8.1*
Beef	11	4	
Pork	11	6	
Other meats	14	5	
Poultry	7	2	
Fish	7	4	
Cereal & Bakery Products	*34*	*11*	*3.0*
Cereal	19	6	
Bakery products	15	5	
Dairy Products & Eggs	*15*	*6*	*5.3*
Fresh milk	4	1	
Manuf. dairy products	10	4	
Eggs	1	1	
Vegetables and Fruits	*73*	*26*	*4.4*
Fresh vegetables	21	8	
Fresh fruits	11	5	
Canned vegetables	11	4	
Canned fruits	11	3	
Frozen vegetables	7	2	
Frozen fruits	5	2	
Dried vegetables & fruits	7	2	
Other Food	*46*	*15*	*3.9*
Fats and oils	9	4	
Sugar and sweets	12	5	
Beverages (nonalcoholic)	9	3	
Partly prepared foods	16	3	
Food Away From Home[1]	*10*	*10*	*4.7*
Meals	7	6	
Snacks	2	4	
Housing	**183**	**74**	**29.3**
Rent[2]	*6*	*9*	*6.2*
One-family house		3	
Apartments		3	
Other rented		3	
Owned Housing[1]	*25*	*4*	*7.2*
Home purchase	2	1	
Interest on mortgage	6	1	
Taxes	5	1	
Insurance	2	1	
Repairs and Improvements[1]	*24*	*11*	*2.9*
Fuel, Power & Water[2]	*19*	*12*	*3.6*
Solid fuels	9	7	
Liquid fuels	2	2	
Gas, electricity & water	5	3	
Furnishings and Equipment	*85*	*28*	*5.7*
Furniture	20	8	
Floor coverings	3	3	
Household textiles	19	5	
Heavy appliances	15	7	
Other	22	5	
Other Household Operations	*24*	*10*	*3.7*
Cleaning materials, etc.	4	4	
Laundry	3	3	
Domestic wages	4	1	
Telephone	2	1	
Other	9	1	
Apparel[4]	**337**	**51**	**11.1**
Men's Apparel	*134*	*21*	*4.0*
Suits and trousers	24	5	
Coats and jackets	20	3	
Work clothing	18	2	
Footwear	12	3	
Shirts	14	3	
Underwear and nightwear	20	2	
Hosiery	8	2	
Accessories	6	1	
Women's Apparel	*146*	*23*	*5.3*
Dresses	12	5	
Coats, etc.	18	4	
Suits, sweaters, etc.	38	4	
Underwear and nightwear	34	6	
Footwear	18	2	
Accessories	2	1	
Hosiery	6	1	
Other	*27*	*7*	*1.8*
Clothing material	7	2	
Clothing services	10	4	
Jewelry	10	1	
Transportation	**33**	**21**	**11.9**
Automobiles	*23*	*17*	*10.2*
Purchase	1	6	
Upkeep	7	8	
Insurance, license & taxes	6	3	
Public	*7*	*4*	*1.7*
Local	3	3	
Interurban	4	1	
Sundries	**115**	**51**	**18.3**
Medical Care	*22*	*20*	*4.9*
Medical insurance	6	2	
Hospital services	4	3	
Physicians' services	3	5	
Other professional services	3	4	
Drugs	2	6	
Personal Care	*17*	*11*	*2.2*
Services	8	4	
Supplies	9	7	
Recreations	*27*	*7*	*3.8*
Radio & television	10	2	
Paid admissions	2	1	
Toys, sporting equipment, etc.	8	4	
Alcohol and Tobacco	*9*	*5*	*3.8*
Alcohol	5	4	
Tobacco	4	1	
Other	*40*	*8*	*3.6*
Reading materials, etc.	11	6	
Miscellaneous & gifts	29	2	

[1]Not fully priced as yet.
[2]Items vary by city.
[3]Individual item count does not necessarily add up to totals owing to the imputation of miscellaneous groups to the totals.
[4]Apparel items include expenditures for children's clothing.

Briefs on PENSIONS AND OTHER BENEFITS

Extent of Health Insurance Coverage

"During 1953, the rapid expansion of voluntary health insurance continued. By the end of the year, more Americans had more and better protection against the financial risks of illness and injury than ever before. And benefit payments for the year reached a new high, up sharply from 1952."

This is the general conclusion of the 1953 annual survey made by the Health Insurance Council. During 1953, the number of people with hospital-expense protection increased by 8% (to reach 98.8 million); surgical protection increased 13% (to 83.4 million people); and medical expense protection increased 20% (to 42.9 million persons). Major medical expense insurance covered 77% more people in 1953 than in 1952, raising the total covered to 1,220,000 people.

Approximately three-fifths (37,887,000 employees) of the civilian labor force were protected by voluntary insurance or paid sick leave against loss of income due to nonoccupational sickness or injury. A total of $2.5 billion was paid in benefits for the above protection in 1953; this was 20% higher than in 1952, the previous high.

Major Medical Plans

Consolidated Vultee Aircraft Company installed a major medical insurance program in November with employees paying 26 cents to 30 cents per week depending on the plant location. The insurance pays 75% of medical expenses not covered by the basic group policy, less a deductible of $100 per calendar year. The maximum benefit is $5,000 — regardless of whether it is paid on one disability or many, or in one year or several. However, after an insured employee has received $1,000 or more, he may apply for a "new" $5,000 maximum. This is granted if he supplies proof that he is again in good health.

* * *

Benefits for dependents and for serious maternity cases were added to catastrophe insurance coverage for Sears, Roebuck employees. Under the plan, the employee pays 5% of his annual salary (minimum $200 and maximum $500) on the excess of expenses above the group policy. Catastrophe insurance covers 75% of the remaining bill with the maximum benefit set at $5,000. Other improvements include: increase in maternity benefits (up $25 to $125 for normal delivery); hospital room and board allowance increased from $10 a day for 70 days to $10 a day for 120 days; surgical benefits doubled (to $400). Part of the increased cost will be paid by increasing employee contributions. All group insurance now covers dependents as well as employees.

* * *

The Cleveland Twist Drill Company covers catastrophic illness through its employee mutual benefit association. All MBA members in good standing are eligible, as well as their wives and dependent children under nineteen. The employee is paid 75% of all medical expenses not covered by Blue Cross, after paying $100 as a deductible amount. The maximum amount paid for a disability is $5,000.

Hospitalization Insurance for Pensioners

Employees of Eastman Kodak with fifteen years or more of service who have retired or are receiving disability pensions are now covered by hospitalization and major medical expense insurance. Qualified dependents of these pensioners also are covered. The company pays all costs.

* * *

Central Illinois Light Company has extended hospital insurance to retired employees. It will make the same contributions as for active employees; pensioners pay the balance of the premium through deductions from their pension checks.

* * *

During 1953, General Electric paid $226,787 in hospital and surgical benefits to retired employees. Each eligible pensioner receives free hospitalization and surgical insurance up to a lifetime maximum of $7,500. At the end of 1953, approximately 9,500 retired employees were eligible for these benefits.

Other Benefits

Procter and Gamble has increased benefits under its disability benefit plan to a new high. Employees continue to contribute 1% of earnings but the maximum annual contribution has been increased from

$46.80 to $54.60. Totally disabled employees will receive two-thirds of earnings (up to $70 per week) during the first year; one-half of earnings (up to $52.50 per week) during the second year. After the second year of total disability, men will receive $35 to $105 per month and women, $35 to $75 per month. For partial disability, employees receive a maximum of two-thirds earnings (up to $70 per week).

* * *

General Electric has prepared a special report for employees highlighting the various General Electric benefit plans "which are helping employees to help themselves." Profusely illustrated, the report contains information about the group insurance plan, pension plan, pensioner's hospitalization plan, employee savings and stock bonus plan, suggestion system and the educational assistance program. Costs and other financial information about the plans are included. For example, at the end of 1953, 14,895 retired employees received pension checks. The average monthly payment to employees who retired in 1953 was $86.21, exclusive of Social Security benefits. The pension trust had assets of $504 million at the end of 1953.

Recent Books on Employee Benefits and Retirement

Scientific Employee Benefit Planning — *By Howe P. Cochran, Little Brown and Company, Boston, 1954, $10.*

Economic Problems of Retirement—*Fourth Annual Southern Conference on Gerontology, edited by George B. Hurff, University of Florida Press, 1954, $2.50.*

Growing with the Older Years — *New York State Joint Legislative Committee on Problems of the Aging, 1954. May be obtained free by writing to the committee.*

Bibliography on Employment Problems of Older Women — *U. S. Department of Labor, Women's Bureau, Government Printing Office, Washington, D. C., 1954, 35 cents.*

The Meaning of Work and Retirement — *By Eugene A. Friedman, Robert J. Havighurst, et. al, University of Chicago Press, 1954, $3.75.*

HARLAND FOX
Division of Personnel Administration

Trends in LABOR RELATIONS

Engineers' Union Acts on Security

The executive committee of the Engineers and Scientists of America — a national union made up of local independent unions of engineering, scientific and technical employees — recently met and took the following action:

• Reaffirmed the engineering union's intention (a) to continue to confer with the Department of Defense, the military services and Congress to improve the industrial security program, and (b) to continue to keep its members informed of any changes in security regulations or laws, and their rights under these rules. The executive committee voted not to have the national union participate actively in individual security clearance cases. They recommended, however, that local Engineers and Scientists unions assist individual members in processing their defense in security clearance cases.

• Set up a committee on engineering licensing. The purpose of this committee is to investigate and formulate recommendations on "the subject matter of licensing examinations and to attempt to secure reciprocity agreements between all the states."

• Approved plans for extensive salary and fringe benefit surveys of local unions.

• Instructed its president and its Washington representative "to secure amendments to the Fair Labor Standards Act to eliminate the present overtime pay discrimination of professional exempt employees."

Grievance Procedures for Nonunion Hourly Workers

Grievance procedures for workers represented by unions are usually controlled by the contract the employer has signed with the union. Formal grievance procedures for nonunion workers are a voluntary matter on the part of the employer, usually relating to the established personnel policy.

To provide information on nonunion grievance practices, the Board surveyed a group of representative employers. Of the 495 answers received, 211 state that all the company's hourly employees are represented by unions. The remaining 284 companies have some hourly employees not represented by unions. Of this group, sixty-one (21.5%) have formal grievance procedures for their nonunion workers.

The survey indicates that the larger the company, the more apt it is to provide a grievance procedure for its nonunion hourly workers. Such procedures are provided by two thirds of the twenty-four companies in the over-5,000 category, by one fourth of the eighty companies in the 1,000 to 4,999 class, and by only 10% of the firms with less than 250 employees.

Arbitration is often the final step in grievance procedures under union contracts. Of the sixty-one companies with nonunion grievance procedures, seventeen have arbitration as the final step in their procedures. The survey shows no significant relationship between company size and the use of arbitration in grievance procedures for nonunion employees.

Grievance Procedure for Hourly Workers Who Are Not Represented by Unions

Practice	Total Companies No.	Total Companies %	Number of Companies with: Under 250 Workers	250 to 999 Workers	1,000 to 4,999 Workers	5,000 and Over Workers
All hourly workers represented by union	211	42.6	49	91	58	13
Have some hourly workers not represented by union	284	57.4	50	130	80	24
Total	495		99	221	138	37
Have formal grievance procedure for hourly workers not represented by union:						
Yes	61	21.5	5	27	21	8
No	211	74.3	43	98	54	16
No answer	12	4.2	2	5	5	..
Total	284		50	130	80	24
Arbitration provisions are included in this grievance procedure:						
Yes	17	27.9	1	9	5	2
No	40	65.6	4	16	14	6
No answer	4	6.6	..	2	2	..
Total	61		5	27	21	8

When the Company Will Pay for Meals

The circumstances under which the company will pay for employees' meals is detailed in the following clause taken from an agreement between a midwestern company and the Utility Workers of America, CIO:

"Employees may obtain meals at company expense under the following conditions:

"a. Being required to report for work more than two hours before their regular starting time; or

"b. Being required to work more than two hours after their regular quitting time on regularly scheduled work days; or

"c. Having completed more than ten hours of pre-arranged overtime work on other than regularly scheduled work days; or

"d. Having completed five hours of work after being called in; or

"e. Having completed more than ten hours of overtime work by reason of a change in schedule or for other reasons not stated above; or

"f. At intervals of five hours of continued work until released after the conditions b, c. d, or e, listed above, have been met; and

"g. Employees required to return for pre-arranged overtime work one and one-half hours or less after their regular quitting time on a regularly scheduled day shall obtain meals as provided in b and f above.

"The expense of such meals to be paid by the company shall not exceed $1 each."

Company May Speak for Employee in Union Appeal

If an employee feels he has been unjustly suspended, fined or expelled from a union, his usual course of appeal travels up the hierarchy of union officials. Since this procedure is an internal affair of the union, it is very rare that a company plays any part in it.

In the event that an employee who works in a company covered by a union shop provision loses an appeal and is finally dropped from the union, he may lose more than his union membership. He may lose his job, also. As a measure of protection under such a contract between a western company and the Pulp, Sulphite and Paper Mill Workers, AFL, an employee may ask the company to step in on his behalf at the final step of the appeal procedure.

Under this provision, the employee may file with the company a copy of his appeal to the international president of the union. If the company so desires, it may then file a brief on behalf of the employee.

This clause reads as follows:

"If any employee claims to have been unjustly suspended, fined or expelled from the signatory union, and has appealed to the international president of the union within five days after having received notice of such action from the union, he may at the same time file with the company a copy of his appeal. The company is also permitted to file a brief to the international president on behalf of the employee. Such briefs shall be given consideration by the international president prior to his final decision. In all cases the decision of the president of the international union shall be final."

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Division of Personnel Administration

Labor Press Highlights

UAW-CIO SETS 1955 DEMANDS

THE GUARANTEED WAGE for automobile workers is "certain" in 1955 according to statements from the *United Automobile Worker.* The UAW paper quotes its president, Walter Reuther, as saying: "We will win the guaranteed annual wage in 1955. There is no question about that."

While the guaranteed annual wage heads the list of demands, the *United Automobile Worker* also emphasizes that the "GM Formula" of cost of living and annual improvement increases, pensions and group insurance are also major points in the UAW's program. The bargaining schedule for 1955, as sketched by the UAW paper, has negotiations starting late in March with General Motors and Ford, and with Chrysler two months later.

The full bargaining program of the union was outlined at the recent UAW-CIO economic and collective bargaining conference. Eight points make up the program:

1. Guaranteed Annual Employment Plan

The GAW plan which was unveiled at the UAW's last educational conference has been rechristened "Guaranteed Employment Plan." (For full details of the UAW plan, see *Management Record,* May, 1954.) There was no change in the basic outline of the guaranteed wage plan, but the UAW did clarify one point concerning eligibility. Under the proposal, there are two types of guarantees. The first is a guaranteed workweek for all employees who start the workweek or are not given advance notice of a layoff. The second consists of guaranteed payments for up to fifty-two weeks for employees who are laid off. According to the UAW, all employees — including probationary workers — will be covered by the forty-hour guaranteed workweek provision. However, the provision calling for full pay for fifty-two weeks for the laid-off employee would cover only those who have at least two years' seniority. This is set up on the basis of one week lay-off pay for each two weeks that the employee has worked and received pay. Thus, employees with two full years' seniority would be entitled to fifty-two weeks of "guaranteed employment" or pay, while an employee with one years' service at the inauguration of the plan would be entitled to only twenty-six weeks of lay-off pay. However, the UAW explains that the employee with one year of seniority would continue to accumulate additional lay-off credits at the same rate — one week of lay-off pay for two weeks of service.

While clarifying this point concerning coverage, the UAW has still set no price on its guaranteed employment program.

2. Wages

The UAW calls for a wage increase of 5.3 cents per hour to bring "hourly wages up to the level they should have attained under the GM formula." The UAW claims that the GM formula, since the 1948 agreement, has increased wages 46 cents per hour. (This 46 cents does not include 11 cents of cost of living and annual improvement increases granted when the contract was first signed on May 29, 1948.) According to the UAW, however, proper application on a percentage basis of both the increase in the consumers price index and the annual improvement factor should have increased wages by 51.3 cents per hour since the initial agreement. So, as the first part of its wage demand, the UAW wants this 5.3 cents difference. In addition, the union is calling for an increase in the annual improvement factor, which now stands at 5 cents per hour.

As a second part of its wage demand, the UAW wants the basic escalator formula revised: (1) "to reflect an up-to-date relationship between wages and the consumers price index," and (2) to provide a safeguard against too sharp a decline from the present or any future cost of living allowance. Under the present agreement, all of the 6-cent cost of living allowance now being received by automotive employees could be lost if the consumers price index declined sufficiently. With the safeguard provision suggested by the UAW, no cost of living allowance could drop more than 5 cents, no matter how much it had risen. The difference between 5 cents and the total of any increase would be incorporated into the base rate. Thus 1 cent of the present 6-cent allowance would become part of the base rate.

3. Retirement Security

A pension of $2.50 a month per year of service with a minimum of $25 a month for five years of service is called for by the UAW. In addition the UAW would erase the thirty-year ceiling on accumulation of pen-

sion credits and allow for vesting rights to employees with five or more years of service. A voice in the investment of pension funds and changed administrative procedures are also sought by the UAW. Among the administrative changes called for are "pooled pension" plans which, according to the UAW, would make it possible to extend pension coverage to 300,000 UAW members who are still not covered.

4. Health Security

Employers would pay the full cost of health benefits for active and retired members and their families under the UAW proposal. Benefits would be expanded and would also cover employees receiving guaranteed payments while laid off. The UAW is seeking joint administration of the program including an equal voice in the selection of insurance carriers.

5. Overtime

Premium payments, under the UAW program, include time and a half for work on Saturday as such, double time for work on Sunday as such, and triple time for all hours worked on holidays.

6. Contract Duration

The five-year contracts now in effect would be discontinued, according to the UAW. Instead, the UAW says it will negotiate two-year contracts if they include escalators and annual improvement factors; or one-year contracts if these provisions for automatic wage increases are not included. Short-term contracts are essential now, according to the UAW because "the sweeping consequences of automation make it impossible to gauge either the exact nature of technological change or its social, economic, and political repercussions." Under contracts of short duration, the United Auto Workers' union claims that it would be able to keep abreast of developments and advances in productivity.

7. Preferential Hiring

Multiplant corporations would be required to give preference in employment to employees laid off in their other plants, under the UAW's present demand. In addition, the UAW calls for a provision requiring all plants covered by UAW-CIO contracts to give preference to laid-off workers in the same area and industry.

8. Other Demands

While the previous seven items constitute the UAW's national bargaining program, a final provision allows for certain other economic or noneconomic proposals to meet any local situations that might arise.

CIO Oil Workers Drop No-Strike Pledge

The no-strike pledge made by the CIO Oil Workers on June 4 of this year has been dropped from the union's current wage program, according to the *International Oil Worker*. The OWIU wage policy committee made this decision on the grounds that the union has been unable to obtain any wage increases during the five-month period in which the pledge was in effect. At its meeting in June, the wage policy committee set as a goal a general wage increase of 5% or its equivalent. At that time, industry complained that it was being forced to bargain "with a loaded gun on the table," in the form of strike threats. The union then pledged not to strike for increases in wages. Stating that five months' bargaining under this commitment has been unfruitful, the wage policy committee met on November 11 and withdrew the pledge.

HAROLD STIEGLITZ
Division of Personnel Administration

Market Basket

(Continued from page 474)

to the above considerations, we finally arrive at the following market basket for the cereal products group:

Item	Per Cent
1. Flour	28.5
2. Biscuit mix	16.6
3. Cornflakes	21.2
4. Cornmeal	13.0
5. Rice	8.8
6. Macaroni	11.9
Total	100.0

As already pointed out, this example is a small and simplified model illustrating the derivation of a priced market basket from an expenditure survey. Many specific and technical problems have not been touched upon, such as special adjustments correcting for sampling error, adjustments to make the data typical of the early 1950's rather than of the year 1950, and so on.

However, it should serve to adequately explain in a general way the procedure used in developing an index market basket from the basic expenditure survey data, which represented an actual record of the level of living at a definite time. It should also be clear that although every item is not individually priced, it is represented in the index.

Once established, the market basket remains constant until changes in patterns of spending demand a new expenditure survey. Until this happens, any subsequent changes in spending habits are not reflected in the index. It remains an instrument for the measurement of changes in price only.

HELEN BACHNER
Statistical Division

Significant Labor Statistics

Item	Unit	1954 October	Sept.	August	July	June	May	April	Year Ago	Percentage Change: Latest Month over Previous Month	Latest Month over Year Ago
Consumer Price Indexes											
All Items (*a*)	1953 = 100	100.0	100.3	100.4	100.5	100.3	100.4	100.1	100.6	−0.3	−0.6
Food (*b*)	1953 = 100	98.8	99.6	100.3	100.8	100.3	100.4	99.4	100.6	−0.8	−1.8
Housing	1953 = 100	101.0	100.8	100.7	100.7	100.8	100.8	100.9	100.4	+0.2	+0.6
Apparel	1953 = 100	99.0	99.0	99.0	98.9	99.1	99.2	99.3	100.2	0	−1.2
Transportation	1953 = 100	100.1	100.5	100.4	100.2	99.6	99.4	99.2	101.5	−0.4	−1.4
Sundries	1953 = 100	101.1	101.1	101.0	100.9	100.9	100.9	101.0	100.6	0	+0.5
Purchasing Value of Dollar	1953 dollars	100.0	99.7	99.6	99.5	99.7	99.6	99.9	99.4	+0.3	+0.6
(*BLS*) All Items	1947-1949 = 100	114.5	114.7	115.0	115.2	115.1	115.0	114.6	115.4	−0.2	−0.8
Employment Status[1]											
Civilian labor force	thousands	64,882	*r* 65,244	65,522	65,494	65,445	64,425	64,063	—(K)	−0.6	*na*
Employed	thousands	62,141	62,144	62,276	62,148	62,098	61,119	60,598	—	*n*	*na*
Agriculture	thousands	7,239	7,527	6,928	7,486	7,628	6,822	6,076	—	−3.8	*na*
Nonagricultural industries	thousands	54,902	54,617	55,349	54,661	54,470	54,297	54,522	—	+0.5	*na*
Unemployed	thousands	2,741	3,099	3,245	3,346	3,347	3,305	3,465	—	−11.6	*na*
Wage Earners [2, 3]											
Employees in nonagr'l establishm'ts	thousands	*p* 48,635	*p* 48,523	*r* 48,045	47,808	48,137	47,935	48,068	50,180	+0.2	−3.1
Manufacturing	thousands	*p* 16,036	*p* 16,019	*r* 15,863	15,627	15,888	15,836	16,000	17,301	+0.1	−7.3
Mining	thousands	*p* 714	*p* 721	*r* 737	735	744	737	749	826	−1.0	−13.6
Construction	thousands	*p* 2,764	*p* 2,807	*r* 2,851	2,795	2,729	2,634	2,535	2,889	−1.5	−4.3
Transportation and public utilities	thousands	*p* 4,020	*p* 4,031	*r* 4,030	4,043	4,032	4,008	4,008	4,257	−0.3	−5.6
Trade	thousands	*p* 10,599	*p* 10,485	*r* 10,350	10,377	10,414	10,375	10,496	10,669	+1.1	−0.7
Finance	thousands	*p* 2,109	*p* 2,116	*r* 2,126	2,126	2,104	2,081	2,075	2,040	−0.3	+3.4
Service	thousands	*p* 5,548	*p* 5,606	*r* 5,634	5,638	5,601	5,563	5,506	5,506	−1.0	+0.8
Government	thousands	*p* 6,845	*p* 6,738	6,454	6,467	6,625	6,701	6,699	6,692	+1.6	+2.3
Production and related workers in manu'g											
Employment											
All manufacturing	thousands	*p* 12,631	*p* 12,612	*r* 12,449	12,212	12,480	12,437	12,590	13,852	+0.2	−8.8
Durable	thousands	*p* 7,119	*p* 7,020	*r* 6,933	6,917	7,177	7,208	7,309	8,088	+1.4	−12.0
Nondurable	thousands	*p* 5,512	*p* 5,592	*r* 5,516	5,295	5,303	5,229	5,281	5,764	−1.4	−4.4
Average weekly hours											
All manufacturing	number	*p* 39.9	*p* 39.7	39.7	39.4	39.6	39.3	39.0	40.3	+0.5	−1.0
Durable	number	*p* 40.4	*p* 40.1	40.1	39.7	40.0	39.9	39.7	41.0	+0.7	−1.5
Nondurable	number	*p* 39.2	*p* 39.3	39.3	39.0	38.9	38.5	38.0	39.3	−0.3	−0.3
Average hourly earnings											
All manufacturing	dollars	*p* 1.81	*p* 1.81	1.79	1.80	1.81	1.80	1.80	1.79	0	+1.1
Durable	dollars	*p* 1.93	*p* 1.92	1.91	1.91	1.91	1.91	1.90	1.90	+0.5	+1.6
Nondurable	dollars	*p* 1.66	*p* 1.66	1.64	1.66	1.66	1.66	1.65	1.62	0	+2.5
Average weekly earnings											
All manufacturing	dollars	*p* 72.22	*p* 71.86	71.06	70.92	71.68	71.13	70.20	72.14	+0.5	+0.1
Durable	dollars	*p* 77.97	*p* 76.99	76.59	75.83	76.40	76.21	75.43	77.90	+1.3	+0.1
Nondurable	dollars	*p* 65.07	*p* 65.24	64.45	64.74	64.57	63.91	62.70	63.67	−0.3	+2.2
Straight time hourly earnings											
All manufacturing	dollars	*e* 1.76	1.77	1.75	1.76	1.77	1.76	1.76	1.74	−0.6	+1.1
Durable	dollars	*e* 1.87	1.87	1.86	1.86	1.86	1.86	1.85	1.83	0	+2.2
Nondurable	dollars	*e* 1.63	*r* 1.62	1.60	1.63	1.63	1.63	1.62	1.58	+0.6	+3.2
Turnover rates in manufacturing[2]											
Separations	per 100 employees	*p* 3.1	*r* 3.9	*r* 3.5	3.1	3.1	3.3	3.8	4.5	−20.5	−31.1
Quits	per 100 employees	*p* 1.2	1.8	*r* 1.4	1.1	1.1	1.0	1.1	2.1	−33.3	−42.9
Discharges	per 100 employees	*p* 0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.4	0	−50.0
Layoffs	per 100 employees	*p* 1.5	1.7	*r* 1.7	1.6	1.7	1.9	2.4	1.8	−11.8	−16.7
Accessions	per 100 employees	*p* 3.6	*r* 3.4	3.3	2.9	3.5	2.7	2.4	3.3	+5.9	+9.1

[1] Bureau of the Census.

[2] Bureau of Labor Statistics.

[3] The BLS has adjusted its non-farm employment and hours and earnings series to first quarter 1953 benchmark levels. The benchmark level is the total count of workers covered in each industry, and in this instance the data were received from government social insurance programs. The adjustment affects all figures since January, 1951.

a Conference Board Consumer Price Index has been revised to 1953 level; housing now includes fuel and homefurnishings; transportation was formerly part of Sundries.

b Food priced during the week of the fifteenth.

e Estimated *p* Preliminary *r* Revised

(K) Labor Force data for a year ago not comparable with the new series.

na Not available. *n* Less than .05

Review of Labor Statistics

THE Board's consumer price index dipped 0.3% from September to October, 1954. The October reading of 100.0 brings the index back to the 1953 base level. Although October's was the third monthly dip in a row, the total decrease from July to October was only 0.5%. However, despite these dips, retail prices have been more or less steady since January, 1953. Fluctuations have been within a relatively narrow range—from a low of 99.3 in April, 1953, to a high of 100.8 in September of last year.

The purchasing value of the 1953 consumer dollar is now 100 cents. For those more used to thinking in terms of the January, 1939, dollar, the purchasing value has remained at about 55 cents.

This month's decline can be attributed to the over-all decrease in food, coupled with a smaller drop in transportation. These acted to outweigh the small advance in housing. Apparel and the usually active sundries remained unchanged over the month.

Food, at 98.8 in October, recorded a decrease of about 1% from September, and reflects the continued downward movement of meat, fish and poultry. This latter subindex dropped 2.3%—making it almost 6% lower than it was in October a year ago. Fruits and vegetables were also slightly lower this month as was the total for other foods, which includes beverages, fats and oils and sugars and sweets. At the same time, the index for dairy products and eggs continued the upward movement started in July, with a total increase to October of 2.6%. This portion of the food index is 8.3% lower than it was in October a year ago. The 1953 peak of 102.8 was recorded at that time. The index for cereal and bakery products inched upward this month after having remained unchanged from August to September.

Housing, the only component to register an increase over the month, was only 0.2% higher. The index is now 101.0—0.6% above the figure for October, 1953. Rent, included in the over-all housing figure, showed an advance of 0.4%. Solid and liquid fuels, seasonally higher, were responsible for the increase of almost 1% in the total fuel index. Indexes for furnishings and equipment and household operations showed no change from September to October.

As previously mentioned, indexes for apparel and sundries remained unchanged during the month. However, the index for apparel at 99.0 was more than 1% lower than it was in October, 1953. The sundries figure, on the other hand, showed an 0.5% advance over what it was a year earlier and now reads 101.1.

EMPLOYMENT

According to the combined report of the Census Bureau and the Bureau of Labor Statistics, there was a continued downward trend in unemployment between September and October, and a low point for the year was reached early in the latter month. The total number of jobless persons fell to about 2,741,000 from an approximate 3,099,000 in September.

Although the job picture nearly always improves in the nonfarm industries at this time of year, this month's dip in unemployment has been somewhat larger than usual. Aside from the considerable job increase in automobile plants contributing to the trend, there have been seasonal employment advances in trade and educational institutions.

Although there was considerable shifting in and out of the labor market, total employment in October remained constant at 62.1 million. During the month, many farm women and young persons left the labor force.

A gain of 110,000 nonfarm employees was largely due to the sharp increase in automobile employment; and brought the total of nonfarm employment to 48.6 million in October.

Generally there is a decrease in factory employment between September and October. However, this year the increase of 80,000 in the transportation industry group counterbalanced the seasonal decline in food processing, bringing the total manufacturing employment to 16.0 million, approximately the same as it was in September.

There was a slight decrease of 362,000 in the civilian labor force from September, bringing the October total to 64,882,000.

NONAGRICULTURAL EMPLOYMENT

The Bureau of Labor Statistics reported relatively high levels of employment in most nonmanufacturing industries for October. An all-time peak for this month was reached in service, finance, and state and local government, while trade employment was almost the same as last year's record for the month. Construction employment, although down over the year, was

Consumer Price Index—United States

Cities over 50,000 in population

1953 = 100

	ALL ITEMS	FOOD						HOUSING				
										Fuel, Power, Water		
		Total	Meat, Fish, Poultry	Cereal, Bakery Products	Dairy Products, Eggs	Fruits, Vegetables	Other Food at Home	Total	Rent	Total	Gas	Electricity
1953 April	99.3	98.5	97.2	98.9	98.2	101.3	98.4	99.8	98.4	100.2	99.6	100.0
May	99.4	98.8	98.3	99.0	97.6	101.1	98.7	99.7	98.5	99.3	99.9	100.0
June	99.8	99.6	99.7	99.1	97.9	102.9	98.7	99.9	99.8	99.3	100.1	100.0
July	100.3	100.6	101.7	99.5	99.1	102.7	99.2	100.0	100.3	99.5	100.1	100.0
August	100.5	101.2	102.7	99.7	100.8	100.4	100.4	100.0	100.7	99.9	100.4	100.0
September	100.8	101.7	103.0	101.2	102.7	97.3	102.9	100.2	101.2	100.1	100.6	100.0
October	100.6	100.6	100.6	101.9	102.8	94.8	103.2	100.4	102.0	100.3	100.6	100.0
November	100.4	99.9	98.7	102.3	102.3	94.7	103.3	100.5	102.3	100.4	100.6	100.0
December	100.2	99.3	98.1	102.6	100.6	94.0	103.4	100.5	102.5	100.5	100.6	100.0
Annual Average	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
1954 January	100.4	99.9	99.1	102.7	99.6	95.5	104.5	100.7	103.1	101.7	103.3	100.0
February	100.3	99.4	98.6	103.1	98.2	94.5	105.7	100.9	103.5	101.8	103.4	100.1
March	100.2	99.2	98.7	103.1	95.9	94.6	107.3	101.0	103.8	101.8	103.7	100.1
April	100.1	99.4	98.9	103.2	93.6	95.5	110.0	100.9	103.9	102.0	104.1	100.7
May	100.4	100.4	100.0	103.1	91.4	99.5	112.3	100.8	104.0	101.2	104.3	100.9
June	100.3	100.3	99.5	103.0	90.4	99.7	113.7	100.8	104.1	101.2	104.2	100.9
July	100.5	100.8	98.9	103.0	91.9	101.0	114.6	100.7	104.5	100.0	101.7	100.9
August	100.4	100.3	98.0	103.3	93.4	98.3	114.6	100.7	104.7	100.0	101.4	101.1
September	100.3	99.6	97.0	103.3	94.0	96.9	112.9	100.8	104.8	100.2	101.4	101.0
October	100.0	98.8	94.8	103.4	94.3	96.5	112.2	101.0	105.2	101.0	101.5	101.0

	HOUSING (continued)		APPAREL			TRANSPORTATION	SUNDRIES	PURCHASING VALUE OF DOLLAR	REBASED INDEXES		
	Furnishings, Equipment	Other Household Operations	Total	Men's Apparel	Women's Apparel				All Items (January, 1939=100)	Purchasing Value of January, 1939 Dollar	All Items (1947-49 = 100)
1953 April	100.5	100.1	99.9	99.8	100.0	98.9	99.6	100.7	180.3	55.5	113.0
May	100.4	100.1	100.0	99.9	100.0	99.2	99.8	100.6	180.5	55.4	113.1
June	100.3	100.0	100.0	100.0	100.0	99.4	100.0	100.2	181.2	55.2	113.6
July	99.9	100.0	100.0	99.9	100.1	100.3	100.2	99.7	182.1	54.9	114.2
August	99.6	100.0	100.0	100.0	100.0	100.5	100.3	99.5	182.5	54.8	114.4
September	99.7	100.0	100.1	100.3	100.1	101.5	100.4	99.2	183.1	54.6	114.7
October	99.6	100.0	100.2	100.3	100.1	101.5	100.6	99.4	182.7	54.7	114.5
November	99.7	100.0	100.1	100.1	100.0	101.4	100.6	99.6	182.3	54.9	114.3
December	99.5	100.1	100.0	100.0	99.9	101.4	100.7	99.8	182.0	54.9	114.0
Annual Average	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	181.6	55.1	113.8
1954 January	99.3	100.1	99.6	99.6	99.5	101.2	100.9	99.6	182.3	54.9	114.3
February	99.5	100.2	99.6	99.5	99.4	100.5	101.0	99.7	182.1	54.9	114.2
March	99.5	100.4	99.6	99.7	99.5	99.9	101.1	99.8	182.0	54.9	114.0
April	99.0	100.4	99.3	99.7	99.1	99.2	101.0	99.9	181.8	55.0	113.9
May	98.8	100.5	99.2	99.6	99.0	99.4	100.9	99.6	182.3	54.9	114.3
June	98.5	100.2	99.1	99.4	98.8	99.6	100.9	99.7	182.1	54.9	114.2
July	98.6	100.2	98.9	99.4	98.5	100.2	100.9	99.5	182.5	54.8	114.4
August	98.5	100.3	99.0	99.4	98.6	100.4	101.0	99.6	182.3	54.9	114.3
September	98.6	100.4	99.0	99.5	98.6	100.5	101.1	99.7	182.1	54.9	114.2
October	98.6	100.4	99.0	99.4	98.6	100.1	101.1	100.0	181.6	55.1	113.8

Consumer Price Index—United States

Annual averages 1914-1953[a]

1953 = 100

Year	All Items	Purchasing Value of Dollar	Year	All Items	Purchasing Value of Dollar	Year	All Items	Purchasing Value of Dollar	Year	All Items	Purchasing Value of Dollar
1914	40.3	248.1	1924	66.1	151.3	1934	51.8	193.1	1944	69.1	144.7
1915	40.0	250.0	1925	67.8	147.5	1935	53.6	186.6	1945	70.2	142.5
1916	43.0	232.6	1926	68.3	146.4	1936	54.8	182.5	1946	74.9	133.5
1917	51.3	194.9	1927	66.9	149.5	1937	57.2	174.8	1947	84.7	118.1
1918	59.5	168.1	1928	65.9	151.7	1938	55.7	179.5	1948	90.1	111.0
1919	67.6	147.9	1929	65.6	152.4	1939	55.0	181.8	1949	88.8	112.6
1920	77.8	128.5	1930	63.4	157.7	1940	55.4	180.5	1950	90.0	111.1
1921	66.8	149.7	1931	57.0	175.4	1941	58.3	171.5	1951	97.0	103.1
1922	63.6	157.2	1932	50.9	196.5	1942	64.5	155.0	1952	99.5	100.5
1923	65.4	152.9	1933	49.0	204.1	1943	68.2	146.6	1953	100.0	100.0

a Indexes from 1914 through 1919 are for the month of July only and are not annual averages.

Consumer Price Index

Cities Surveyed Monthly

These indexes show changes in consumer prices only. They do NOT show intercity differences in price level or standards of living.

	Index Numbers, 1953 = 100			Percentage Changes	
	Oct. 1954	Sept. 1954	Oct. 1953	Sept. 1954 to Oct. 1954	Oct. 1953 to Oct. 1954
Birmingham					
All Items	100.1	100.1	100.4	0	−0.3
Food	99.7	100.0	101.0	−0.3	−1.3
Housing	100.8	100.6	99.7	+0.2	+1.1
Apparel	99.0	99.0	100.0	0	−1.0
Transportation	98.8	98.9	100.5	−0.1	−1.7
Sundries	101.4	101.4	100.8	0	+0.6
Boston					
All Items	98.6	99.3	100.5	−0.7	−1.9
Food	96.3	98.3	101.0	−2.0	−4.7
Housing	100.0	99.8	100.1	+0.2	−0.1
Apparel	98.1	98.1	101.1	0	−3.0
Transportation	96.1	98.2	100.3	−2.1	−4.2
Sundries	101.5	101.6	100.4	−0.1	+1.1
Chicago					
All Items	101.5	101.6	101.4	−0.1	+0.1
Food	99.1	100.3	102.1	−1.2	−2.9
Housing	104.6	103.8	101.5	+0.8	+3.1
Apparel	99.1	99.0	100.6	+0.1	−1.5
Transportation	101.2	101.3	100.6	−0.1	+0.6
Sundries	102.2	102.1	101.3	+0.1	+0.9
Denver					
All Items	100.0	100.3	100.5	−0.3	−0.5
Food	98.9	99.9	100.8	−1.0	−1.9
Housing	101.1	101.2	100.0	−0.1	+1.1
Apparel	99.7	99.5	100.4	+0.2	−0.7
Transportation	100.5	100.5	101.5	0	−1.0
Sundries	99.2	99.5	100.0	−0.3	−0.8
Detroit					
All Items	99.9	99.7	99.7	+0.2	+0.2
Food	98.5	97.8	98.4	+0.7	+0.1
Housing	100.9	100.9	100.2	0	+0.7
Apparel	99.1	99.4	100.1	−0.3	−1.0
Transportation	98.9	98.8	101.1	+0.1	−2.2
Sundries	101.3	101.3	100.0	0	+1.3
Houston					
All Items	100.0	99.9	99.8	+0.1	+0.2
Food	99.3	99.3	98.9	0	+0.4
Housing	101.1	100.8	99.7	+0.3	+1.4
Apparel	99.7	99.8	100.1	−0.1	−0.4
Transportation	99.4	98.9	100.5	+0.5	−1.1
Sundries	100.1	100.0	100.6	+0.1	−0.5
Indianapolis					
All Items	99.9	100.0	100.9	−0.1	−1.0
Food	98.1	98.4	101.1	−0.3	−3.0
Housing	101.5	101.4	101.4	+0.1	+0.1
Apparel	97.7	98.1	99.9	−0.4	−2.2
Transportation	97.6	97.7	100.5	−0.1	−2.9
Sundries	103.1	103.1	101.1	0	+2.0
Los Angeles					
All Items	99.1	99.1	100.3	0	−1.2
Food	95.7	96.0	99.6	−0.3	−3.9
Housing	100.2	100.0	100.2	+0.2	0
Apparel	99.7	99.7	100.0	0	−0.3
Transportation	101.4	101.4	101.6	0	−0.2
Sundries	100.0	100.1	100.3	−0.1	−0.3
New York					
All Items	100.4	100.5	100.7	−0.1	−0.3
Food	98.2	98.5	99.3	−0.3	−1.1
Housing	101.5	101.5	100.9	0	+0.6
Apparel	98.0	98.4	100.1	−0.4	−2.1
Transportation	107.8	107.8	107.5	0	+0.3
Sundries	101.0	101.0	100.3	0	+0.7
Philadelphia					
All Items	99.3	99.8	100.5	−0.5	−1.2
Food	97.7	99.1	101.0	−1.4	−3.3
Housing	99.3	99.4	100.0	−0.1	−0.7
Apparel	98.7	98.5	100.0	+0.2	−1.3
Transportation	102.5	102.7	101.1	−0.2	+1.4
Sundries	100.7	100.8	100.2	−0.1	+0.5

Cities Surveyed Quarterly

	Index Numbers, 1953 = 100			Percentage Changes	
	Oct. 1954	July 1954	Oct. 1953	July 1954 to Oct. 1954	Oct. 1953 to Oct. 1954
Bridgeport					
All Items	99.8	101.1	100.4	−1.3	−0.6
Food	99.8	104.2	100.6	−4.2	−0.8
Housing	99.8	99.6	100.2	+0.2	−0.4
Apparel	98.6	99.4	99.7	−0.8	−1.1
Transportation	98.4	98.7	100.8	−0.3	−2.4
Sundries	101.2	101.0	100.9	+0.2	+0.3
Cincinnati					
All Items	99.7	100.5	100.8	−0.8	−1.1
Food	97.7	101.0	100.6	−3.3	−2.9
Housing	101.7	100.9	100.9	+0.8	+0.8
Apparel	99.7	98.6	100.2	+1.1	−0.5
Transportation	98.9	98.9	101.0	0	−2.1
Sundries	100.7	101.2	100.9	−0.5	−0.2
Erie					
All Items	99.6	100.5	100.7	−0.9	−1.1
Food	96.9	100.2	100.2	−3.3	−3.3
Housing	101.3	101.1	100.8	+0.2	+0.5
Apparel	100.3	100.4	101.5	−0.1	−1.2
Transportation	97.4	97.6	100.3	−0.2	−2.9
Sundries	102.4	102.3	101.0	+0.1	+1.4
Grand Rapids					
All Items	100.4	101.0	100.6	−0.6	−0.2
Food	100.5	103.2	100.8	−2.6	−0.3
Housing	101.1	100.9	100.3	+0.2	+0.8
Apparel	100.2	100.1	100.2	+0.1	0
Transportation	99.8	98.7	101.1	+1.1	−1.3
Sundries	99.8	99.8	100.8	0	−1.0
Minn.-St. Paul					
All Items	100.6	100.7	100.5	−0.1	+0.1
Food	99.1	100.2	100.2	−1.1	−1.1
Housing	101.8	101.6	100.2	+0.2	+1.6
Apparel	100.4	100.5	100.4	−0.1	0
Transportation	100.4	100.4	101.2	0	−0.8
Sundries	101.1	100.4	100.9	+0.7	+0.2
Newark-N.E. N.J.					
All Items	98.8	99.9	100.0	−1.1	−1.2
Food	98.1	101.6	99.7	−3.4	−1.6
Housing	99.8	99.3	100.0	+0.5	−0.2
Apparel	98.7	97.6	100.0	+1.1	−1.3
Transportation	96.1	98.2	100.1	−2.1	−4.0
Sundries	100.5	100.2	100.5	+0.3	0
New Orleans					
All Items	101.5	102.7	101.6	−1.2	−0.1
Food	101.9	105.3	102.5	−3.2	−0.6
Housing	101.7	101.6	101.1	+0.1	+0.6
Apparel	98.9	100.1	100.4	−1.2	−1.5
Transportation	99.0	99.9	100.9	−0.9	−1.9
Sundries	103.8	103.2	101.6	+0.6	+2.2
Roanoke					
All Items	98.8	99.5	100.1	−0.7	−1.3
Food	97.2	100.6	100.2	−3.4	−3.0
Housing	100.6	100.1	100.2	+0.5	+0.4
Apparel	97.3	97.5	99.3	−0.2	−2.0
Transportation	98.2	98.3	100.2	−0.1	−2.0
Sundries	99.7	99.1	100.3	+0.6	−0.6
Seattle					
All Items	99.4	100.3	100.1	−0.9	−0.7
Food	98.5	101.2	99.2	−2.7	−0.7
Housing	99.6	100.3	100.4	−0.7	−0.8
Apparel	98.5	98.4	100.0	+0.1	−1.5
Transportation	98.6	98.9	100.8	−0.3	−2.2
Sundries	101.7	101.4	100.3	+0.3	+1.4
Syracuse					
All Items	99.3	100.6	100.0	−1.3	−0.7
Food	97.3	101.4	99.7	−4.0	−2.4
Housing	100.2	99.8	99.9	+0.4	+0.3
Apparel	99.2	99.2	100.1	0	−0.9
Transportation	98.6	99.0	99.9	−0.4	−1.3
Sundries	101.6	102.3	100.9	−0.7	+0.7

close to the record levels for October reached in 1951-52-53. However, October employment in mining and transportation did not reach the high levels of October, 1953.

In the manufacturing sector, the electrical machinery group showed a significant employment rise, continuing the uptrend of the last few months. Aside from the settlement of the West Coast lumber strike, there was a continued upward trend in the lumber industry.

In durable goods industries small employment losses were reported in the machinery and primary metals groups while the work force in fabricated metals plants was maintained at the September level. Some gain in these groups between September and October has been shown in recent years.

Nondurable goods employment dropped about 80,000, an average September-October dip, making a total of 7.0 million. Aside from a decline of 90,000 in the food processing group as a result of a sharp drop in canning activity from the seasonal peak, most other nondurable goods industry groups reported small seasonal gains. On the other hand, employment in textiles and chemicals did not rise as expected.

The September-October employment changes in nonmanufacturing can be attributed to seasonal influences. Due to the increase of activity in fall buying, wholesale and retail trade establishments supplemented their working force by 114,000, which brought employment to 10.6 million in October. In spite of the decline of 14,000 in federal payrolls, over-all government employment rose by 107,000 to 6.8 million because of the seasonal expansion in state and local government staffs.

With the normal tapering off of outdoor activities, there was an expected decline in other nonmanufacturing payrolls. The closing of the summer season in resort hotels and amusement and recreation places caused employment in the service industries to drop 58,000. This brought the total to 5.5 million, which was level with the figure of a year ago. Still following the calendar and the onset of colder weather, there was a decline of 4,000 in the construction industry as well as a drop of 11,000 in transportation and public utilities.

HOURS AND EARNINGS

The average workweek of factory production workers rose to 39.9 hours in October, almost one-fifth of an hour over the previous month, but slightly below the postwar average for October.

The workweek rose quite sharply in the ordnance, instruments and rubber industries. In most other groups, the over-the-month changes conformed to seasonal expectations. In fabricated metals and apparel, however, hours of work did not rise as expected.

The gross average hourly earnings of factory production workers, including overtime and premium pay, remained at $1.81 per hour, which is slightly higher than a year ago. A significant gain was registered by the rubber industry which reported a 4 cents an hour increase over last month.

Average weekly earnings in October were $72.22. This is a 36 cent gain over September and a 7 cent gain over October, 1953. Higher weekly pay was reported in every durable goods industry group, with increases of more than $1.50 in the ordnance and lumber industries. The rubber industry had the largest gain in weekly pay during this period—$3.42—due to a boost in hourly pay and an increase of nearly one hour in the workweek.

In the nondurable goods sector, weekly pay slipped 17 cents as a result of a seasonal reduction in the workweek. However, weekly earnings were still $1.40 higher than last year.

WAGE ADJUSTMENTS

The Westinghouse Electric Corporation concluded one of the biggest wage settlements confirmed by THE CONFERENCE BOARD in recent months. Fifty-nine thousand workers were involved, with 41,000 of them belonging to the CIO Electrical Workers. A five cents an hour increase and an improved pension plan were agreed upon.

Almost equally important were the agreements in the meat-packing industry. Armour and Company (31,000 workers) and Swift and Company (33,200 workers) concluded almost identical agreements with both the CIO Packinghouse Workers and the AFL Meat Cutters. Male employees of both companies received a five cents an hour increase, while the increment for women was 6.5 cents an hour.

The Caterpillar Tractor Company and the CIO Auto Workers agreed upon increases of from 6 cents to 13 cents per hour. About 15,000 employees were covered by this agreement, making it the most important in the machine manufacturing industry.

Most of the 147 settlements verified by the Board between mid-October and mid-November involved increases of about five cents an hour and improved vacation or insurance-pension plans. However, 23,000 CIO Rubber Workers agreed upon an increase of 6.5 cents an hour with the Goodyear Tire and Rubber Company. The only decrease occurred in the textile industry. The Berkshire Woolen Company reduced the wages of 430 CIO Textile Workers by 10.5 cents an hour.

One hundred and twenty-five companies with about 320,000 hourly and salaried employees were involved in these settlements.

JAMES F. BIRD
WILLIAM SCHRANK
Statistical Division

Executive Lunchrooms

(Continued from page 467)

setup of this type is the old one of class distinction."

Another cooperator views the disadvantages in a lighter vein. He says: "The only disadvantage in my opinion is that some people eat more lunch than they should."

DORIS M. THOMPSON
Division of Personnel Administration

Menus for Calorie-Conscious Patrons

To help the waistline-conscious patron curtail his caloric intake, some of these executive lunchrooms are featuring low-calorie luncheons daily. One company says that special requests for diet luncheons are honored if given in advance.

In addition to indicating low-calorie items on its menu, another company furnishes, upon request, a noncaloric sweetener and a low-caloric salad dressing.

An example of the menu for an executive lunchroom which features a low-calorie luncheon on its daily menu follows:

Soup

Vegetable Soup
Lime Fruit Cocktail
Chilled Apple Juice

Entree

Brisket of Corned Beef, Horseradish Sauce
Chicken and Fresh Mushrooms over Buttered Rice
Dutch Green Salad Bowl with Sliced Egg

Vegetables

Parsley Buttered Potatoes
Carrots and Peas
Creamed Celery and Almonds

Salad

Head Lettuce with Thousand Island Dressing

Dessert

Covered Apple Pie
Lemon Chiffon Whipped Cream Pie
Chilled Canteloupe

Low-Calorie Luncheon

Dutch Green Salad Bowl, Sliced Egg
Sesame Seed Melba Toast
Chilled Canteloupe
Black Coffee or Tea with Lemon

Two of the companies help their dieting patrons by printing after each listing on the menu the number of calories that each particular food item contains. It is also the custom of one of these companies to print on the menu the main course that it expects to serve the following day. The following is one day's menu:

THURSDAY

Puree Mongole Soup (175)

Roast Beef (155)
Assorted Cold Cut Plate (490)
Cream Cheese and Nut Sandwich on
Whole Wheat Raisin Bread (335)

Mashed Potatoes (145)
Creamed Corn (70)

Summer Vegetable Salad (85)

Chilled Watermelon (35)
or
Ice Cream (210)

One Roll (110)
One Pat Butter (45)
Coffee with Cream and Sugar (80)
Milk (6 oz.) (125)

FRIDAY's Main Course (Subject to Change)
Steamed Codfish, Egg Sauce

The following is a menu for another company that prints the number of calories along with the food items.

100 Little Necks — 100 Cherrystones
23 Tomato Juice — 44 Apple Juice
100 Manhattan Clam Chowder — 60 Clam Broth
150 Leek and Potato Soup

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210 220 310
Ham, Swiss Cheese or Tuna Salad Sandwich

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350 Fried Scallops, Tartar Sauce
150 Smoked Beef Tongue and Spinach
220 Oxtail Ragout, Fresh Vegetables
150-175 Scrambled Eggs, Plain or Creole
245 Tuna Salad Plate, Lettuce and Tomato

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20 Fresh Spinach — 40 Stewed Tomatoes
72 Rice Au Gratin — 85 Parsley Potato
90 Pineapple Cole Slaw

350 Apple Pie — 200 Pecan Layer Cake
300 Bread and Butter Pudding — 100 Fruit Compote
75 Jello — 75 Watermelon — 180 Ice Cream
50 Canteloupe — 100 Raspberry Sherbet

Coffee

165 Milk — 84 Buttermilk — Tea

Wage Adjustments Announced Prior to November 15, 1954

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
Apparel						
Cluett-Peabody & Co. Interstate	Clothing Workers, CIO	7,500 WE	9-1-54	None	Liberalized qualifications for holiday and vacation pay	Settlement result of contract expiration Length of contract—3 years
Southern Maid Garment Co. Winnsboro, S. C.	ILGWU, AFL	125 WE	8-2-54	6%	None	Settlement result of wage reopening Length of contract—1 year
	None	15 S	Same as above	Same as above	Same as above	None
Chemicals and Allied Products						
Allied Chemical & Dye Corp. Chicago, Ill. General Chemical Div. Barrett Division	Oil Workers, CIO	60 WE	6-19-54	\$.05 per hr. av. Cost-of-living plan. Automatic additional \$.05 per hr. av. in 1955 and 1956	(1) Hospital and surgical benefits (2) Holiday pay	Settlement result of contract expiration Length of contract—3 years
Jamesville, N. Y.	District 50, UMWA, ind.	315 WE	7-10-54	\$.05 per hr. av. Cost-of-living plan incorporated in base rates	Increased group life insurance available on contributory basis	Settlement result of contract expiration Length of contract—2 years
Hartford Rayon Co. Rocky Hill, Conn.	Textile Workers, CIO	250 WE	7-4-54	\$.06 per hr. av.	None	Settlement result of contract expiration Length of contract—1 year
McKesson & Robbins, Inc. Minneapolis, Minn.	Teamsters, AFL	52 WE (approx.)	6-1-54 (date of settlement 7-27-54)	\$.11 per hr. av.	None	Settlement result of contract expiration Length of contract—2 years Wage reopening notice to be given 60 days prior to 6-1-55
Monsanto Chemical Co. Miamisburg, Ohio John F. Queeny Plant	Gas, Coke and Chemical Workers, CIO	*n.a.* WE	8-12-54 (date of settlement 9-1-54	\$.05 per hr. av.	(1) Duration of paid sick leave program extended (2) Seventh paid holiday	Settlement result of contract expiration Length of contract—1 year
Stauffer Chemical Co., Inc. Niagara Falls, N. Y.	District 50, UMWA, ind.	233 WE	8-19-54	\$.05 per hr. av. \$.05 per hr. improvement factor on 8-19-55	(1) 4 weeks' vacation after 25 years' service (2) Disability insurance plan to provide maximum of \$50.00 for 13 weeks (3) Jury duty—compensation for difference in pay	Settlement result of contract expiration Length of contract—2 years
Communications						
General Telephone Co. of Upstate New York Johnstown, N. Y.	IBEW, AFL	460 WE (approx.)	5-30-54 (date of settlement 8-19-54)	\$.0347 per hr. av.	(1) 2 weeks' vacation after 2 years' service (2) Increased relief supervisory differential from 5% to 7½% (3) \$.10 per hr. premium on Christmas and New Year's Eve	First contract Length of contract—1 year
Port Jervis, N. Y.	Same as above	75 S (approx.)	8-23-54	\$.0447 per hr. av.	(1) 2 weeks' vacation after 2 years' service (2) Increased relief supervisory differential from 5% to 7½%	Settlement result of contract expiration
Northwestern Bell Telephone Co. Interstate	Communications Workers, CIO	19,779 WE	9-3-54	Average \$1.48 per wk. Craft \$0.-2.50 per wk. Clerical \$0.-1.50 per wk.	Extra day off for holidays falling on Saturday	Settlement result of contract expiration Length of contract—1 year
Construction						
Building Contractors and Mason Builders Assn. New York city area	Bricklayers, Masons & Plasterers, AFL	2,000 to 2,500 WE	6-1-54	\$.25 per hr. av.	½% increase in welfare fund	Settlement result of contract expiration Length of contract—2 years Wage reopening on 2-1-56
Electrical Machinery, Equipment and Supplies						
Automatic Manufacturing Co. Newark, N. J.	UE, ind.	18 WE	7-1-54 (date of settlement 8-27-54)	3%	None	Settlement result of contract expiration Length of contract—1 year
Proctor Electric Co. Philadelphia, Pa. Baltimore, Md.	IUE, CIO	751 WE & S	9-1-54 1-1-55 for any wage increase	\$.03 per hr. av. and 1% hourly increase for salaried workers if Co. has 5% net profit during first quarter 1955	(1) 3 weeks' vacation for 15 or more years of service (2) Severance pay to include vacation pay computed to date of separation	Settlement result of wage reopening Length of contract—1 year Reopenings at any time upon 30 days' written notice

Wage Adjustments Announced Prior to November 15, 1954—Continued

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
Square D Electrical Co. Detroit, Mich.	UE, ind.	1,200 WE	10-1-54	$.04 per hr. av.	(1) Seventh paid holiday (2) Increased benefits for 8 and 13 years of service by 10 hours and 1 day of vacation (3) Insurance benefits increased. $2.00 per wk. sickness and accident benefits. $1.00 per day of daily hospital benefit. $15.00 for miscellaneous expenses	Settlement result of contract expiration Contract expires 5-20-56 Wage reopening 5-15-55
	None	500 S	9-1-54	$7.00 minimum or 2½%	Same as above	None
Sylvania Electric Products, Inc. Ottawa, Ohio	IBEW, AFL	800 WE (approx.)	8-23-54	$.04-$.06 per hr.	None	Settlement result of contract expiration Length of contract—1 year
	None	200 S (approx.)	8-30-54	2.75%	Same as above	None
Westinghouse Electric Corp. Interstate	IUE, CIO	41,000 WE	7-1-54 (date of settlement 9-10-54)	$.05 per hr. av.	Non-contributory pension plan increased from $1.60 to $1.70 basic monthly benefit per yr. of continuous service	Settlement result of contract expiration Contract expires 10-15-56 Reopenings between 9-15-55 and 11-15-55
	None	4,000 S	Same as above	$2.00 per wk. av.	Same as above	None
	Westinghouse Salaried Union, ind.	14,000 S	8-2-54 (date of settlement 9-13-54)	Same as above	Same as above	Settlement result of contract expiration Contract expires 10-15-55
Fabricated Metal Products						
American Radiator & Standard Sanitary Corp. Buffalo, N. Y.	Steelworkers, CIO	1,010 WE	7-1-54 (date of settlement, 10-4-54)	$.04 per hr. av. for piece workers. $.04-.085 per hr. for day workers	None	Settlement result of contract expiration Length of contract—2 years Wage reopening 5-1-55
	Same as above	92 S	Same as above	$2.00 per wk.	Same as above	Same as above
Elyria, Ohio Sunbeam Air-Conditioner Division	Office Employees, AFL	59 S	7-19-54	3.5%	None	Settlement result of contract expiration Length of contract—1 year
Bridgeport Metal Goods, Inc. Bridgeport, Conn.	IUE, CIO	290 WE	8-1-54	$.04 per hr. av. for piece and unskilled day workers 3% for skilled day workers	Daily hospital benefits from $10 to $12 per day	Settlement result of contract expiration Length of contract—1 year
Dayton-Rogers Mfg. Co. Minneapolis, Minn.	IUE, CIO	241 WE	5-1-54 (date of settlement 8-27-54)	$.05 per hr. av. $.10 per hr. av. for 9 top die men	None	Settlement result of contract expiration Length of contract—1 year Wage reopening up to 5-1-55
	None	52 S (approx.)	Same as above	Same as above	Same as above	None
Charles Mundt & Sons Jersey City, N. J.	IUE, CIO	51 WE	7-28-54	$.10 per hr. av. 1st yr. $.12 per hr. av. 2nd yr.	None	Settlement result of contract expiration Length of contract—2 years
Pennsylvania Furnace & Iron Co. Warren, Pa.	UE, ind.	158 WE	7-1-54	$.04 per hr. av. $.01 per hr. set aside to adjust inequities	Daily hospital benefits increased from $8.00 to $8.50	Settlement result of contract expiration Length of contract—1 year
Pennwoven, Inc. Lock Haven, Pa.	District 50, UMWA, ind.	90 WE	7-1-54 for first increase. 1-1-55 for next increase	$.04 per hr. av. for first increase. $.01 per hr. av. for next increase	None	Settlement result of contract expiration Length of contract—2 years Wage reopening on 6-30-55
A. O. Smith Corp. Milwaukee, Wisc.	Federal Labor Union, AFL	5,500 WE	8-2-54	$.05 per hr. av.	Seventh paid holiday	Settlement result of contract expiration Length of contract—14 months
Torrington Co. Westfield, Mass.	Federal Labor Union, AFL	175 WE	9-27-54	$.05 per hr. av.	Seventh paid holiday	Settlement result of contract expiration Length of contract—1 year
	None	20 S	Same as above	$2.00 per wk.	None	None
Torrington, Conn.	UAW, CIO	2,500 WE	Same as above	$.05 per hr. av.	Same as above	Same as above
	None	500 S	Same as above	$2.00 per wk.	Same as above	None

Wage Adjustments Announced Prior to November 15, 1954—Continued

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
Food and Kindred Products						
American Maize-Products Co. Hammond, Ind.	Oil Workers, CIO	729 WE	9-20-54	\$.05 per hr. av.	Insurance (cost \$.02)	Settlement result of contract expiration. Contract expires 2-1-56. Two wage reopenings at any time
Armour & Co. Interstate	Packinghouse Workers, CIO	26,000 WE	9-20-54	\$.05 per hr. av.—male. \$.065 per hr. av.—female	4 weeks' vacation after 25 years' service	Settlement result of contract expiration. Length of contract—2 years. Wage reopenings once during each period 3-1-55 to 9-1-55, 9-1-55 to 3-1-56, 3-1-56 to 9-1-56
	Meat Cutters, AFL	5,000 WE	Same as above	Same as above	Same as above	Same as above
Corn Products Refining Corp. Argo and Pekin, Ill. Kansas City, Mo.	Oil Workers, CIO	4,000 WE & S (approx.)	7-4-54; 7-1-54 for salary personnel	\$.05 per hr. av. \$.01 per hr. av. increase second and third shift differential. 3% to non-exempt factory personnel	(1) Pension increase from \$100.00 to \$125.00 per mo. including Social Security—age 65 and 25 years' service (2) Jury pay to 40 hours maximum 4 weeks (3) Additional hospital benefits on 50% premium basis (4) 3 weeks' vacation 15 years' service instead of 20 years	Settlement result of wage reopening and contract expiration. Length of contract—1 year. Reopenings on 30 days' notice
Fairmont Foods Columbus, Ohio	Operating Engineers, AFL	10 WE	8-28-54	None	Granted six holidays with pay when not worked—double time when worked up to 8 hrs	Settlement result of contract expiration. Length of contract—1 year. Wage reopenings—none
General Mills, Inc. Buffalo, N. Y.	Grain Millers, AFL	1,300 WE	7-1-54	\$.075 per hr. av.	None	None
Keokuk, Ia.	Same as above	122 WE	8-1-54	\$.07 per hr. av.	Same as above	Same as above
Keokuk, Ia.	Same as above	65 WE	10-1-54	Same as above	Same as above	Same as above
Lodi, Calif.	Same as above	250 WE	8-15-54	\$.065 per hr. av.	Same as above	Same as above
Los Angeles, Calif.	Same as above	96 WE	9-1-54	Same as above	Same as above	Same as above
Vallejo, Calif.	Same as above	200 WE	8-1-54	\$.068 per hr. av.	Same as above	Same as above
Minneapolis, Minn.	Same as above	45 WE	Same as above	\$.075 per hr. av.	Same as above	Same as above
Amarillo, and Wichita Falls, Tex. El Reno, Okla.	Same as above	217 WE	Same as above	\$.065 per hr. av.	Same as above	Same as above
Flour, Feed & Cereal Employers Assn. of Seattle, Wash. Interstate	Longshoremen and Warehousemen, ind. and Pacific Council of Grain Millers, AFL	1,200 WE	7-1-54	\$.065 per hr. av. \$.02 per hr. av. for shift differentials. \$.05 per hr. av. to grinders and top maintenance men	(1) Increase of Sunday work to double time (2) Increase of Saturday work to time and one-half with exceptions	Settlement result of contract expiration. Length of contract—3 years. Wage reopenings 7-1-55 and 7-1-56
Oscar Mayer & Co. Madison, Wis. Davenport, Ia. Chicago, Ill.	Meat Cutters, AFL	5,772 WE	9-20-54	\$.05 per hr. av.—male. \$.065 per hr. av.—female	Four weeks' vacation after 25 years	Settlement result of general industry increase. Length of contract—2 years. Wage reopenings once per six month period for the term of the contract
Minneapolis Brewing Co. Minneapolis, Minn.	Firemen & Oilers, AFL	15 WE	6-1-54 (date of settlement 8-26-54)	\$.185 per hr. av. for firemen. \$.145 per hr. av. for oilers	(1) Three days' leave of absence with pay if death occurs in the immediate family (2) Pension of \$25.00 per month after employed for 10 years and an additional \$2.50 per month for each additional year of employment up to \$50.00 per month maximum (3) Increased insurance and hospital benefits	Settlement result of contract expiration. Length of contract—13 months
Ralston-Purina Co. Charlotte, N. C.	Retail Workers, CIO	140 WE	8-25-54 (date of settlement 9-15-54)	\$.07 per hr. av. and classification adjustments	3 weeks' vacation for 15 years' service	Settlement result of contract expiration. Length of contract—2 years. Wage reopening on 8-25-55

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
St. Louis, Mo.	Longshoremen, Carpenters, IBEW, Sheetmetal Workers, Firemen and Oilers, Teamsters, Furniture Finishers, all AFL	270 WE	7-29-54 automatic increase (date of settlement 9-15-54)	$.06 per hr. av. to production workers, $.12 per hr. av. to maintenance workers, $.06 per hr. av. automatic increase	Supplement official election duty pay	Settlement result of contract expiration Length of contract—2 years
J. Allen Smith Co. Knoxville, Tenn.	Grain Millers, AFL	90 WE	7-26-54	$.05 per hr. av.	None	Settlement result of contract expiration Length of contract—1 year
Strietmann Biscuit Co. Cincinnati, Ohio	Bakery & Confectionery Workers, AFL	750 WE	6-15-54 (date of settlement 9-1-54)	$.08 per hr. av.	(1) 3 day funeral leave pay (2) 3 weeks' vacation for 12 years' service	Settlement result of contract expiration Length of contract—17 months
Swift & Co. Interstate	Packinghouse Workers, CIO	19,000 WE (approx.)	9-20-54	$.05 per hr. av.—male. $.065 per hr. av.—female	4 weeks' vacation for 25 years' or more service (1 extra week for these employees)	Settlement result of contract expiration Length of contract—2 years Wage readjustments on 3-1-55, 9-1-55, 3-1-56
	Packinghouse Workers, ind.	8,200 WE (approx.)	Same as above	Same as above	Same as above	Same as above
	Meat Cutters, AFL	6,000 WE (approx.)	Same as above	Same as above	Same as above	Same as above
Leather and Leather Products						
The Ohio Leather Co. Youngstown, Ohio	Fur and Leather Workers, ind.	520 WE	6-24-54 (date of settlement 8-7-54)	$.05 per hr. av. $.02 per hr. av. fringe benefits	Increased insurance benefits	Settlement result of contract expiration Length of contract to 6-23-56 Wage reopening on 6-23-55
Lumber and Wood Products						
Evans Products Co. Coos Bay, Ore.	Lumber Workers AFL	620 WE	8-16-54	$.05 per hr. av.	None	Settlement result of wage reopening Length of contract—1 year renewable. Wage reopening upon 60 days' notice
Simpson Logging Co. Arcata and Klamath, Calif.	Lumber Workers, AFL	450 WE	8-14-54	None	None	Settlement result of wage reopening Length of contract—1 year continuing Wage reopening upon 60 days' notice
Machinery (except Electrical)						
American Machine & Foundry Co. Cheektowaga, N. Y.	IAM, AFL	1,200 WE & 300 S	10-1-54	$.05 per hr. av.	Revision of pension plan	Settlement result of contract expiration Length of contract—1 year
Avco-Crosley Corp. Nashville, Tenn. Avco-Crosley Div.	IAM, AFL	2,400 WE	8-16-54	$.05 per hr. av. $.01 on second shift differential	Vacation benefits—2 weeks 6% gross earnings after 15 years instead 2 weeks—4%	Settlement result of contract expiration Length of contract—2 years Wage reopening on 5-31-55
Cameron Iron Works, Inc. Houston, Tex.	IAM, AFL	1,000 WE (approx.)	*n.a.*	$.05 per hr. av. $.01 per hr. av. for second shift differential. $.02 per hr. av. for third shift differential	(1) Seven paid holidays instead of six (2) Payment of 2½ times the going rate for holidays worked (3) Improved seniority provisions	Length of contract—2 years
Caterpillar Tractor Co. Peoria, Ill.	UAW, CIO	15,000 WE (approx.)	8-2-54	$.06 to $.13 per hr. av.	3 weeks' vacation after 15 or more years of service	Settlement result of contract expiration Length of contract—1 year
Chapman Valve Mfg. Co. Indian Orchard, Mass.	IUE, CIO	1,140 WE	8-2-54	$.05 per hr. av.	(1) Improved pension plan —$100.00 to $140.00 per month, including Social Security for those with 15 or more years' service, including compulsory retirement at 65, effective 1-7-55 (2) 10 paid holidays if celebrated during workweek (3) Pro-rated vacation pay for those laid off between Jan. 1st and vacation period	Settlement result of contract expiration Length of contract—1 year

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
Fedders-Quigan Corp. Buffalo, N. Y.	Steelworkers, CIO	572 WE	9-1-54	None	(1) Increased hospital daily benefit from $12.00 to $15.00 per day and miscellaneous charges from $120.00 to $150.00 for employee & dependents (2) Increased surgical coverage for employees from $200.00 to $250.00 and from $160.00 to $200.00 for dependents	Settlement result of contract expiration Length of contract—1 year
	None	242 S	Same as above	Same as above	Same as above	None
Gar-Wood Industries, Inc. Findlay, Ohio	IAM, AFL	355 WE & 217 S	6-1-54 (date of settlement 7-6-54)	$.03 per hr. av.	Improved hospitalization insurance. Daily hospital benefits for employees were increased from $8.00 per day to $10.00 per day while benefits for dependents were increased from $6.00 per day to $8.00 per day. Hospital extras were increased to $100.00 for employees, and to $80.00 for dependents	Settlement result of contract expiration Length of contract—1 year Wage reopenings once after 6 months from date of agreement
The Huffman Mfg. Co. Dayton, Ohio	IUE, CIO	250 WE	8-1-54	$.06 per hr. av. $.04 per hr. av. general. $.10 per hr. av. to skilled trades. $.05 per hr. av. to non-incentive	None	Settlement result of contract expiration Length of contract—1 year
	None	90 S	Same as above	$2.00 per week	Same as above	None
Jenkins Brothers Bridgeport, Conn.	Steelworkers, CIO	763 WE	6-21-54	$.05 per hr. av.	Liberalized accident and health insurance benefits costing an additional $.015 per hr.	Settlement result of contract expiration Length of contract—2 years Wage reopening on 6-17-55
Johnson Bronze Co. New Castle, Pa.	UAW, CIO	800 WE	9-27-54	$.05 per hr. av.	None	Settlement result of contract expiration Length of contract—1 year with renewal option
	None	200 S	Same as above	$9.00	Same as above	None
Johnson Hydraulic Equipment Co. Minneapolis, Minn.	IAM, AFL	24 WE	7-11-54	$.05 per hr. av.	None	Settlement result of contract expiration Length of contract—1 year Wage reopening on 7-11-55
Maytag Co. Newton, Ia.	UAW, CIO	2,800 WE	8-30-54	$.054 per hr. av. $.05 per hr. to all production workers. $.06 per hr. to skilled trades	In-hospital medical care added to group insurance coverage	New contract Length of contract—1 year
	None	800 S	9-1-54	$2.00-$3.00 per wk. av.	Same as above	Settlement result of annual review
Worthington Corp. Buffalo, N. Y.	Office Employees, AFL	425 S	6-1-54 (date of settlement 7-1-54)	$2.00 per wk. av.	None	Settlement result of wage reopening Length of contract—2 years
Yale & Towne Mfg. Co. Philadelphia, Pa. Yale Materials Handling Division	IAM, AFL	1,600 WE	1-1-55 (date of settlement 8-31-54)	$.05 per hr. av.	None	Settlement result of contract expiration Length of contract—2 years Wage reopening on 1-1-56
	None	500 S	Same as above	Same as above	Same as above	Settlement result of voluntary action
Mining						
Bunker Hill & Sullivan Mining Co. Kellogg, Ida.	Mine, Mill & Smelter Workers, ind.	1,700 WE	9-1-54	5%	(1) 3 weeks' vacation after 15 years (2) Additional premium for increased dependents' hospital-surgical benefits	Settlement result of wage reopener Contract expires 6-30-55
	None	300 S	7-1-54 (date of settlement 9-29-54)	5%	Same as above	None

Wage Adjustments Announced Prior to November 15, 1954—Continued

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
Inspiration Consolidated Copper Co. Miami, Ariz.	Mine, Mill & Smelter Workers, ind. IAM, AFL and various AFL and R.R. Brotherhood Unions	815 WE	7-19-54 for Mine, Mill & Smelter Workers, ind. and IAM, AFL 7-1-54 for others (date of settlement 9-19-54)	$.04 per hr. for classes 1-3 $.05 per hr. for classes 4-6 $.055 per hr. for classes 7-9 $.06 per hr. for classes over 10. Shift premium pay increased $.01. $.015, and $.02 per hr. for 2nd, intermediate and third shifts, respectively	Weekly sickness and accident insurance benefit period extended from maximum of 13 weeks to 26 weeks	Settlement result of wage reopening Contract expires 6-30-56 Wage reopening 6-30-55
	None	135 S	7-1-54 (date of settlement 9-19-54)	Same as above	Same as above	None
Miami Copper Co. Miami, Ariz..	Mine, Mill and Smelter Workers, ind.	744 WE & S	7-19-54 (date of settlement 9-16-54)	$.0518 per hr. av. Increased shift differentials, from .04 - .08 - .06 to .05 - .10 - .075	Health and accident insurance benefits extended from 13 weeks to 26 weeks	Settlement result of wage reopening Length of contract—2 years Wage reopening in 1 year
	None	(included in above figure)	Same as above	Same as above	Same as above	Same as above
Potash Company of America Carlsbad, N. M.	Mine, Mill and Smelter Workers, ind. IAM, IBEW, AFL	n.a. W.E.	6-1-54	$.04 per hr. av. $.01 per hr. av. production bonus. On 6-1-55, 5% production bonus added to base rate	None	Length of contract—2 years
Paper and Allied Products						
Brown Co. Berlin, N. H.	Pulp, Sulphite and Paper Mill Workers, AFL	3,000 WE (approx.)	6-15-54 (date of settlement 8-10-54)	$.04 per hr. av. Increased shift premiums, from $.04 to $.05, from $.07 to $.08	None	Settlement result of contract expiration Length of contract—1 year
Buffalo Jewelry Case Co. Buffalo, N. Y.	Retail Workers, CIO	72 WE	6-1-54 (date of settlement 8-13-54)	None	8 hours straight time pay for employee's birthday, providing employee has not absented himself the day before or the day after his birthday	Settlement result of wage reopening Contract expires 12-31-54
Columbia Box Board Mills, Inc. North Hoosick, N. Y.	Paper Makers, AFL	74 WE	10-20-54	$.15 per hr. av.	None	Settlement result of voluntary increase Contract expires 11-22-54
Combined Locks Paper Co. Combined Locks, Wis.	Paper Makers, AFL, Pulp, Sulphite & Paper Mill Workers, AFL	418 WE	8-2-54	3% or $.05 per hr. minimum Night shift differential from 0-5-9 to 0-5-10	Hospitalization plan for pensioners	Settlement result of contract expiration Length of contract—1 year One reopening during life of contract
	None	100 S	8-1-54	3%—4% general increase depending on classification	None	None
Fort Wayne Corrugated Box Co. Chicago, Ill.	Paperworkers, CIO	190 WE	9-1-54	$.05 per hr. av.	(1) 3 weeks' vacation after 12 years (2) Company to pay cost of union members' time spent during monthly meetings	Settlement result of contract expiration Length of contract—1 year Wage reopening 3-1-55
Robert Gair, Inc. Haverhill and Natick, Mass. Uncasville, Conn. Piermont, N. Y	Paper Makers, AFL	732 WE (approx.)	6-1-54 (date of settlement 7-1-54)	$.03 on rates to $1.74 $.04 on rates $1.74—$2.24 $.05 on rates $2.25 and up Additional $.02 at Haverhill, Natick and Uncasville	(1) Daily hospital expense benefits increased from $9.00 to $12.00 per day "Extras" from $90.00 to $120.00 (2) For retirement benefits the entry age is reduced from 35 to 30. The schedule of annuity benefits is revised These are effective 7-1-54 (3) Death - in - Family — Immediate family to include brother and sister	Settlement result of contract expiration Length of contract—2 years Wage reopening once between 7-1-55 and 8-1-55
Middletown, Ohio American Coating Mills Division	Paperworkers, CIO	80 WE	9-27-54	$.05 per hr. av.	2 weeks' vacation after 3 years	New contract Length of contract—2 years Wage reopening on 9-25-55
Gaylord Container Co. Atlanta, Ga.	Paperworkers, CIO	150 WE	9-15-54	$.06 per hr. av.	None	Settlement result of contract expiration Length of contract—1 year Wage reopening upon consent of company. One reopening—30 day written notice required

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
Gould Paper Co. Lyons Falls, N. Y.	Paper Makers, AFL	285 WE	6-1-54 (date of settlement 8-24-54)	$.05 per hr. av.	None	Settlement result of contract expiration Length of contract—1 year Wage reopenings between 6-1-54 and 6-1-55
	None	47 S	Same as above	3%	Same as above	None
Hudson Pulp & Paper Co. Augusta, Me.	Paper Makers, AFL, Pulp, Sulphite and Paper Mill Workers, AFL	640 WE (approx.)	6-30-54	$.04 per hr. av.	None	Settlement result of contract expiration Length of contract—1 year Wage reopening upon 60 days' written notice
Mead Corp. Lynchburg, Va.	Paperworkers, CIO	480 WE	9-20-54	3%	None	Settlement result of contract expiration Length of contract—2 years Wage reopening on 9-16-55
	None	76 S	*n.a.*	Same as above	Same as above	None
Mercer Paper Tube Co. Lambertville, N. J.	Paper Makers, AFL	*n.a.* WE	7-26-54	$.04 per hr. av.	Blue Cross to cover dependents of employees	First contract Contract expires 3-15-55
Mosinee Paper Mills Co. Mosinee, Wis.	Paper Makers, AFL, Pulp, Sulphite and Paper Mill Workers, AFL	460 WE	8-1-54	$.04 per hr. av.	Pension plan	Settlement result of contract expiration Length of contract—1 year Wage reopening upon 30 days' notice
New Haven Board & Carton Co. New Haven, Conn.	Paperworkers, CIO	450 WE	9-18-54	$.05 per hr. av.	Increased dependent hospitalization from $8.00 per day to $14.00 per day, $100.00 dependent surgical allowance	Settlement result of contract expiration Length of contract—1 year
Nekoosa-Edwards Paper Co. Port Edwards, Nekoosa, Wis.	Pulp, Sulphite and Paper Mill Workers, AFL	1,500 WE	5-30-54 (date of settlement 7-27-54)	3.7%	None	Settlement result of contract expiration Length of contract—1 year Wage reopening once upon 30 days' written notice
	None	500 S	6-1-54 (date of settlement 7-27-54)	Same as above	Same as above	None
North Carolina Pulp Co. Plymouth, N. C.	Pulp, Sulphite and Paper Mill Workers, Operating Engineers, Paper Makers, IBEW, all AFL	914 WE	8-1-54	$.07 per hr. av.	None	Settlement result of contract expiration Length of contract—1 year Wage reopening on 2-1-54
St. Regis Paper Co. San Leandro, Calif.	Office Employees, AFL	10 S	10-1-54	$10.50 per mo. av.	None	Settlement result of contract expiration Length of contract—2 years Wage reopenings from 10-1-54 to 10-1-56
Deferiet, N. Y. Panelyte Division	Paper Makers, Firemen & Oilers, Pulp, Sulphite & Paper Mill Workers, all AFL	1,256 WE	5-1-54	$.07 per hr. av.	None	Settlement result of contract expiration Length of contract—2 years Wage reopening upon 60 days' notice
Primary Metal Industries						
Allith-Prouty, Inc. Danville, Ill.	Mine, Mill & Smelter Workers, ind.	295 WE	7-1-54 (date of settlement 10-12-54)	$.07 per hr. av.	None	Settlement result of contract expiration Length of contract—2 years Wage reopening on 7-1-55
American Chain & Cable Co. Interstate	Steelworkers, CIO	3,200 WE	9-1-54	$.05 per hr. av.	Liberalized pension and insurance, effective 11-1-54	Settlement result of contract expiration Length of contract—2 years (wages and insurance), 3 years (pension) Wage reopening on 7-1-55
	Same as above	800 S	Same as above	Same as above	Same as above	Same as above
Anaconda Wire & Cable Co. Anderson, Ind.	Federal Labor Union, AFL	275 WE (approx.)	8-1-54 (date of settlement 9-9-54)	$.05 per hr. av.	Increase of $1.00 per day in hospital benefits	Length of contract—2 years Wage reopenings after 7-31-54

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
Babcock & Wilcox Co. Beaver Falls, Pa.	Steelworkers, CIO	3,000 WE	7-1-54	$.05 per hr. av.	Similar to "Big Steel" settlement	Settlement result of contract expiration Length of contract—2 years Wage reopening on 6-30-55
	None	600 S	Same as above	3% or $9.00 per mo. minimum	None	None
Bridgeport Brass Co. Adrian, Mich. Aluminum Division	UAW, CIO	250 WE	10-1-54 (date of settlement 8-26-54)	$.05 per hr. av.	None	First contract Contract expires 12-31-55
Chase Brass & Copper Co. Cleveland, Ohio	Office Employees, AFL	250 S	9-6-54	$.04 per hr. av.	(1) Employees' and dependents' Ward Service and Blue Cross payments completely assumed by company (2) Cleveland Medical Mutual Surgical Benefits costs completely assumed by company, effective, 8-54 (3) 7th paid Holiday—day before Christmas	Settlement result of contract expiration Length of contract—1 year
General Metals Corp. Houston, Tex.	District 50, UMWA, ind.	128 WE	8-1-54	$.05 per hr. av. premium second shift—$.06 per hr. premium third shift—$.08 per hr.	Jury duty pay	Settlement result of contract expiration Length of contract—1 year
McNally Pittsburg Mfg. Co. Pittsburg, Kan.	Auto Workers, AFL	200 WE	8-20-54	$.03 per hr. av.	Vacation plan charged to % of annual earnings. A minimum of 1,000 hrs. of work is required. 2.23% is charged for less than 5 years' service with 1 week maximum. 4.46% is charged for more than 5 years' service with a 2 week maximum	Settlement result of contract expiration Length of contract—2 years Wage reopening in 1 year
National Standard Co. Niles, Mich.	Steelworkers, CIO	1,300 WE	7-1-54	$.05 per hr. av.	Minimum pension increased from $100.00 per mo., 25 years' service to $140.00, 30 years' service. $.02 per hr. by Co. and $.02 per hr. by employee for increased insurance benefits, effective 3-1-54	Settlement result of contract expiration Length of contract—2 years Wage reopening on 7-1-55
Parker White-Metal Co. Erie, Pa.	Mine, Mill & Smelter Workers, ind.	n.a. WE	5-31-54	$.07 per hr. av.	None	Settlement result of contract expiration Length of contract—1 year
Pittsburgh Metallurgical Co. Niagara Falls, N. Y.	District 50, UMWA, ind.	207 WE	8-4-54	$.03 per hr. av.	None	Settlement result of wage reopening Contract expires on 4-30-55 Wage reopening after 3-3-54
Printing, Publishing and Allied Industries						
C.N.P.A. Industrial Relations Bureau Bakersfield, Calif.	Newspaper Guild, CIO	18 S	4-1-54	$2.64 per wk. av.	None	Settlement result of wage reopening Length of contract—2 years Wage reopening on 4-1-54
Minneapolis Star & Tribune Minneapolis, Minn.	Newspaper Guild, CIO	260 S (approx.)	7-1-54 (date of settlement 8-12-54)	$4.00 per wk., additional $2.00 per wk. effective 7-1-55	None	Settlement result of contract expiration Length of contract—2 years No wage reopenings
New England Daily Newspaper Ass'n Brockton, Mass.	Newspaper Guild, CIO	90 WE (approx.)	4-23-54	$3.00 per wk. for employees between $66.00—$90.00. $2.00 per wk. for employees under $66.00 $.05 per hr. for part-timers New minimum wage scale in effect	None	Settlement result of contract expiration Length of contract—1 year
Products of Petroleum and Coal						
Johns-Mansville Corp. Fort Worth, Tex.	Paperworkers, CIO	133 WE	6-22-54	4%	None	Settlement result of contract expiration Length of contract—1 year

Wage Adjustments Announced Prior to November 15, 1954—Continued

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
Professional, Scientific and Controlling Instruments						
American Meter Co., Inc. Erie, Pa.	IUE, CIO	600 WE (approx.)	8-1-54	\$.03 per hr. minimum Additional increase in particular instance Second and third shift bonus of \$.15 per hr.	New vacation plan	Contract expires 7-31-56 Wage reopening 6-1-55 upon written notice
Elgin National Watch Co. Elgin, Ill.	Watch Workers, ind.	1,858 WE	6-1-54 (date of settlement 7-30-54)	\$.04 per hr. for maintenance, pipefitters \$.05 per hr. for inspectors and miscellaneous \$.07 per hr. for setup men, attendants	(1) Transfer pay (2) Sickness & accident pay (3) Hospital and surgical benefits increased	Settlement result of contract expiration Length of contract—1 year Wage reopening on 6-1-55
	IAM, AFL	167 WE	Same as above	\$.04 to \$.05 per hr. for miscellaneous jobs \$.07 per hr. for tool and die makers	Same as above	Settlement result of contract expiration Length of contract—2 years Wage reopening on 6-1-55
General Aniline & Film Corp. Binghamton, N. Y. Ansco Division	Chemical Workers, AFL	2,100 WE	7-1-54	2¾%	None	Settlement result of contract expiration Length of contract—1 year
Hellige, Inc. Garden City, N. Y.	IUE, CIO	72 WE	8-22-54 (date of settlement 9-23-54)	\$.09 per hr. av.	5 days' sick leave	Settlement result of contract expiration Length of contract—2 years Wage reopening on 8-21-56
Public Utilities						
Northern Indiana Public Service Co. Northern Indiana	District 50, UMWA, ind.	1,900 WE	6-1-54	2.89%	None	Settlement result of wage reopening Length of contract—2 years Wage reopening on 6-1-55
	Same as above	720 S	8-1-54	6.57%	Same as above	Settlement result of contract reopening Length of contract—2 years Wage reopening on 8-1-55
Pacific Gas & Electric Co. San Francisco, Calif.	IBEW, AFL	14,900 WE (approx.)	9-1-54	\$.063 per hr. av., 2½% general increase \$.03 per hr. additional for people earning between \$85.00—\$92.89, \$.04 per hr. additional for people earning above \$92.84, \$.03-\$.04 per hr. for clerks	Sick leave plan liberalized but maximum leave was established at 90 days	Settlement result of contract expiration Contract expires 6-30-56
	San Francisco Area Group of Professional Employees, ind.	1,000 S (approx.)		2½% general increase	Same as above	None
Tampa Electric Co. Tampa, Winter Haven, Plant City, Dade City, Fla.	IBEW, AFL	588 WE	5-18-54 (date of settlement 6-29-54)	2% plus .47% in adjustments	Group hospital and surgical plan installed with the company paying employee cost of insurance, effective 6-7-54	Settlement result of contract expiration Length of contract—1 year Wage reopening on 5-18-55
	Office Employees, AFL	293 S	5-1-54 (date of settlement 6-29-54)	Same as above	Same as above	Settlement result of contract expiration Length of contract—1 year Wage reopening on 5-1-55
Toledo Edison Co. Toledo, Ohio	Office Employees, AFL	375 WE	6-7-54 (date of settlement 7-15-54)	\$.061 per hr. av.	(1) Four weeks' vacation after 25 years' service (2) Good Friday as additional (7th) holiday	Settlement result of wage reopening Length of contract—2 years
Retail and Wholesale Trade						
Lincoln Bakery Minneapolis, Minn.	Retail Clerks, AFL	30 WE	9-2-54	\$.05 per hr. av.	20% discount on employees' purchases	Settlement result of contract expiration Length of contract—1 year
Safeway Stores El Paso, Tex.	Retail Clerks, AFL	77 WE	6-28-54	\$.05 per hr. av.	None	Settlement result of contract expiration Length of contract—2 years
Rubber Products						
Gates Rubber Co. Denver, Colo.	Rubber Workers, CIO	3,500 WE	9-6-54	\$.065 per hr. av.	None	Settlement result of wage reopening Contract expires 6-1-55 Wage reopening on 60 days' notice
	None	3,000 S	*n.a.*	\$.065 per hr. base but some acceleration to maintain traditional differentials	Same as above	None